



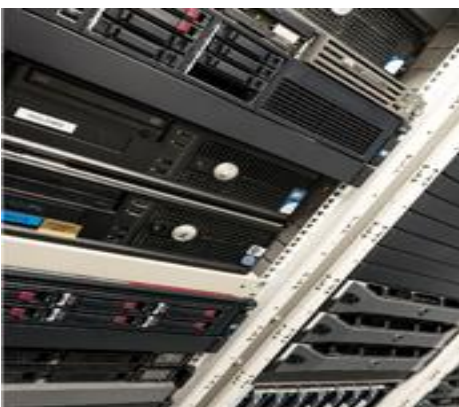
Solutions for
government

Strata Service Solutions Ltd.

IT Directors Report

- Joint Scrutiny Committee – 12nd July 2021
- Joint Executive Committee – 19th July 2021

Date Issued: 21st June 2021 v1.0



Building and delivering flexible, responsive and cost effective IT solutions and services for Local Government

Table of Contents

Table of Contents	2
IT Director Summary Report – <i>Laurence Whitlock</i>	3
Key Projects Completed 2021	5
Infrastructure & Support Team – <i>Adrian Smith</i>	6
Security and Compliance Team, SNN & GIS– <i>Robin Barlow</i>	9
Business Systems Unit– <i>David Sercombe</i>	11
Document Centre Team – <i>Martin Millmow</i>	13
IT Solution Delivery – <i>Pete Johns</i>	16
IT Training – <i>Clive Newton</i>	19
High Level Real Time KPI Measures.....	20
Service Desk Performance Indicators Report	21
Method of Incident Contact	22
Closed Incidents and Users per Authority	22
Strata Out of Hours Service	23
Global Platform Uptime.....	24
Strata Service Performance Indicators – Business Change Requests	25
Strata Service Performance Indicators – Incidents	26
Strata Service Performance Indicators – Service Requests	27
Customer Satisfaction	28
Quantity of Feedback Received	29
Strata Business Plan Objectives 2021 / 22	30

IT Director Summary Report – *Laurence Whitlock*

With all Global Desktop users migrated onto the [Windows 10 platform](#), we are now able to commence work on optimising this new environment. Improvements will include the offloading of video for both Zoom and Teams and this should lead to a significant improvement in overall end user experience and a reduction in screen pixilation. In addition, we are deploying password synchronization, which will enable Councillors to manage their own passwords moving forward. Very much like the original Global Desktop project, the Windows 10 migration took a significant time to plan and execute, primarily as we needed

to keep the existing environment fully operational, whilst migrating users to the new environment. This was even achieved during a time of considerable challenge as a result of Covid, and therefore well done to all Strata staff involved and thanks to all officers across the three authorities for their support in making this critical project happen. It's interesting to note that as soon as we finished the Windows 10 migration, Microsoft announced that it would be being superseded by Windows 11 in 2025 !

During May 21, the support of elections impacted on the availability of Service Desk officers, however the elections from an IT perspective appeared to work well with the complex issues experienced with postal vote scanning resolved in advance of the elections.



Speaker lectern all setup and ready to go in Blackdown House

We are now seeing a return into the Council chambers of Councillors, which is as a result of a change in legislation and the need to be physically present to vote. Whilst neither ideal nor desirable, the Councillors, the authorities and Strata are working well in supporting this way of working, using technology to both physically and virtually support the meetings. At this stage we are unsure how long this way of working will continue, and we will need to remain flexible as legislation changes.

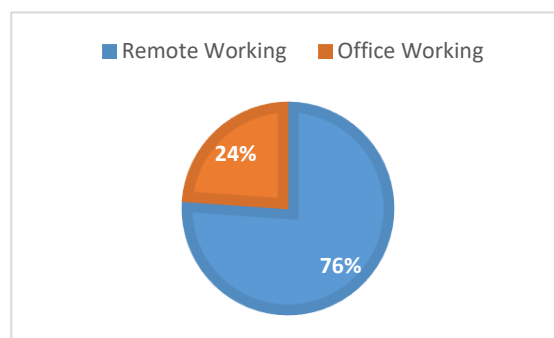
Work on the [roll out of O365](#) across the three authorities has commenced and is initially focussed on TDC. A 3rd party organisation 'Hable' have been selected to work with both TDC and Strata during this complex transformation programme. Workshops are now underway to scope the project and to identify how O365 can be used to best support the work of the authority moving forward. O365 is more than just an icon of the desktop it's a new way of working, offering, for example, far greater levels of collaboration and document management.

After months of increasing levels of demand across Strata services, we are now starting to finally see a downward trend, and the number of open Incidents and Service Requests is decreasing. This decrease is testament to the ongoing work of the Strata teams to stabilise the IT environment through what has been a period of considerable change. In addition, the completion of the Windows 10 project has freed up resource to return to Service Desk work. A corresponding rise in [Customer Satisfaction scores](#) has also occurred in May, again reflective of the additional resource that has been available to support the 'day to day' operation of the Service Desk and Support teams.

The programme to replace all [Windows 2008 servers](#) is nearly complete, this will enable us to gain PSN accreditation for a further 12 month period. This has been a long and extended piece of work primarily due to Covid

and resource constraints as a result of Strata specialists being required to work on authority priority projects, such as 'Agile', Leisure and Business Grants.

Core to the delivery of IT to the authorities is the Global Desktop and Global Comms platforms. In May, the [availability of these two platforms](#) was 100%. Remote working still appears the favoured way of working for Officers, with a high percentage of staff continuing to work from home, on average circa 75% across the three authorities. Moving forward we expect a slight rise in officers returning to the office, but unless government advice changes considerably we expect remote working patterns to remain for some time to come. Strata provide a weekly snapshot to the three client leads to show the percentage of users working remotely and in the office.



The world continues to face the harsh realities of cyber-attacks, but it is encouraging to see that in America, a large proportion of the ransom demand paid as a result of the [Colonial pipeline attack](#) has been recovered and a number of criminals are now facing prosecution. However, as we move towards the new hosted O365 platform, new cyber challenges will emerge as we all work to keep our staff and systems protected. Whilst there are obvious benefits of moving applications into the Cloud, the need for extra levels of security control are essential. We would also like to encourage all authority staff to undertake the [DoJo cyber awareness](#) training. This is an invaluable tool to raise Officers' and Councillors' awareness of the ever present Cyber threat and how to spot threats and mitigate risk.

[Print and post demand](#) remains low, but is in line with 2020 demand. The restructure of the document centre print function is enabling us to meet a slight increase in demand as a result of council agendas needing to be printed for Councillors returning to the respective Chambers. Given predicted demand, we have also entered into negotiations with Ricoh to enable a printer fleet reduction as part of a contract renegotiation.

We are currently looking at the [BCR queue](#) and working with the three authorities to prioritise work. Strata resources to deliver BCR's has been significantly reduced over the last 10 months as a result of the prioritisation of Covid related activities. Hence, as the level of Covid related work reduces, more focus can be directed towards clearing prioritised BCR's and [progressing projects](#).

[IT Training services](#) are being widely used by all three authorities and drop in sessions are proving very successful. Clive has also been assisting Councillors in accessing meetings as a result of a return to the Chambers.

The 20/21 Strata accounts have been successfully closed and signed off by Francis Clark and the Strata Board of Directors, which has confirmed the savings of approximately £1.05m for 20/21.

Should you have any questions about this report or the service that Strata delivers, then please do not hesitate to contact me.

Best Regards

L.W. Whitlock

Laurence Whitlock

IT Director – 07583 014926

Key Projects Completed 2021

Over the last six months we have completed a number of projects, these include:

Project Title	ECC	EDDC	TDC
Windows 10 migration	Yes	Yes	Yes
Elections	Yes	Yes	Yes
TDC Leisure Website (Q4 2020)	No	No	Yes
Exeter Leisure brought in house (Q4 2020)	Yes	No	No
Website Accessibility (Q4 2020\ Q1 2021)	Yes	Yes	Yes
ECC Live Better & Liveable Exeter websites	Yes	No	No
Hybrid Mail	No	Yes	No
Return to Council Chamber for meetings	Yes	Yes	Yes
Time and Attendance (awaiting signoff)	Yes	Already Live	Yes
Councillor IT Survey	Yes	Yes	No

Strata Service Team Report

Infrastructure & Support Team – Adrian Smith

With the main bulk of Windows 10 now complete and only the final remedial actions being undertaken or waiting on projects to complete, the service desk is switching focus to reducing the number of outstanding incidents.



Work has progressed on upgrading the VMware platform to support offloading in Microsoft teams; this will improve the call quality and video from within Teams. This is now in test in Strata. Strata have also pushed out the underlying Zoom plugin; this again offloads the video to improve the end user experience when attending calls.

We have also now enabled the password sync between the on premise setup and the O365, which brings user passwords in line and the same on the both platforms.

Major Projects

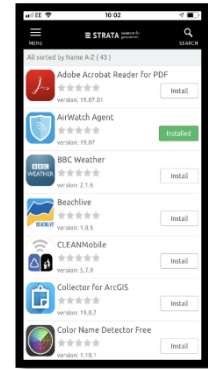
Authority	Project	Update	Status
Strata	Windows 10 upgrade for all desktops (Including Global)	Majority of Strata Staff now migrated to Windows 10	All strata staff now have access to Windows 10, nearly all scanning issues resolved, a few minor issues left to complete.
EDDC	Windows 10	Some staff have retained access to a legacy Windows 7 desktop pending application work specifically the Civica tech refresh.	Legacy Apps which still do not support Windows 10 – preventing final users migrating
ECC	Windows 10	Issue with use of M3, Wintime and legacy CCTV software on windows 10	Legacy Apps which still do not support Windows 10 – Legacy Apps which still do not support Windows 10 – Legacy Windows 7 machines will remain available.
TDC	Windows 10	Similar issues around scanning and legacy applications	Legacy Apps which still do not support Windows 10 – Legacy Windows 7 machines will remain available.
ECC	Exeter City Council – Bus Station\St Sidwells Point	Wifi equipment has been delivered and configured and will be delivered to site for installation this month. Internet circuit is waiting on ECC to complete the wayleave, Still waiting on an update on this.	
AI	Microsoft Teams	Strata are now testing the updated VMWare client, this enable audio and Video offload, this has flagged an issue in the current Image with disposable disks. We are working with a 3 rd party to reconfigure the base image to remove these. Once complete the updated client will be rolled out to all Staff, we will also release the full client to all staff.	
Strata	SIP Renewal	Winning Bidder now selected. This will be Gamma. Initial project call set early June to begin migration to new platform. Notice served to VMB.	
Strata	Storage review	The current Storage area network 'SAN' is end of life July 2022 having served 7 years. Strata are now starting initial work to scope its replacement. This is a capital project for this financial year. First Technical workshop undertaken with HP, similar being booked for Dell.	
Strata	MDM Replacement	The current Mobile device management 'MDM' product is linked into our VMware licensing, VMware are splitting this at the end of the year, and current proposed renewal would require an OJEU tender to run. Strata are now reviewing the options for a replacement solution.	
EDDC	Clir IT	Strata have now completed the AD password sync. EDDC O365 Clir now have control of their own passwords; next step will be to migrate all Clir to this platform as part of a wider review of Clir IT.	
ECC	Clir IT	Results have been presented to ECC, Strata are going to provide costings to replace a small subset of ipads as an interim measure.	Currently there is no assigned resource available to complete this project once a scope has been agreed.
TDC	Clir IT	Meeting now taken place between Strata and TDC. Strata now looking to produce options and designs to be ratified and	Currently there is no assigned resource available to complete this project once a scope has been

		agreed with TDC. Strata have agreed to migrate a small number (5) of Cllrs to O365 as interim measure. Details of these Cllrs has not been provided yet.	agreed. Strata have proposed an August implementation.
All	Server 2008 Upgrade/Replacement	Great progress on these with all the PSN Server now complete.	Complete
All	Server 2012 Upgrade/Replacement	Currently we are addressing these ad-hoc as and when a need arises, there is no dedicated resource on this project	Currently there is no assigned resource available to complete this project once a scope
ECC	Exeter City Council – Entire Network replacement.	Hole now drilled after 18 months of waiting. DataPath scheduled to attend site to complete cabling. RAMM Museum switch swap scheduled.	Hole now drilled, work continuing
All	Broadband Estate Evaluation and possible replacement – Delayed	This project is on hold pending available resource.	On Hold
All	Leased Line & LAN Extension Evaluation –	This project is on hold pending available resource.	On Hold
All	Virtual Desktop – Disaster Recovery	No update this month - All legacy hosts have now been re-purposed as DR hosts, giving us the potential to offer up to 600 desktops in a full DR scenario. Work is now being planned to configure the failover pod to enable seamless access.	
All	Civic Centre Relocation – On Hold	No update this month - Strata now have to consider the potential significant impact of Exeter City Council relocating from the Civic Centre location. This building currently houses the Strata Primary Datacentre. Strata are now reviewing all the options and implications this may have. It is also being factored into any future investment in the site.	
All	Cloud Evaluation	Review meeting now booked, for ANS & AWS to present feedback.	
All	Oakwood Datacentre – On hold	No update this month - Strata are again looking at the functionality and suitability of the Oakwood site as the secondary datacentre. Work is at an early stage with only preliminary discussion taking place. Strata are still keen to explore whether a suitable location at Forde House could be established.	
All	VMware Licensing Renewal	First meeting held with VMware and a separate meeting with UK Cloud to look at their VLS model. Work ongoing with both in advance of December renewal	
ALL	Virgin Media MPLS	No update this month - Strata have agreed a contract extension with VMB until the end of October 2021, this give us time to evaluate the requirements and procure a replacement. This extension was signed in December, also brings all 8 of our links to a single contract end date, whereby previously they were all staggered. We are now looking to agree a procurement method for its replacement with a tender due to start in April/May.	
ALL	Skype – Satellite Sites	This is now on hold due to resource availability – Two satellite offices are being picked up as part of larger office moves	On Hold
All	Microsoft FS Logic o365 Containers & App Masking	Work is now focusing on what is required to allow mailboxes to be migrated to Exchange	
All	SCCM Upgrade	No update this month Unfortunately a new update has been released to address and an issue in the last update, this upgrade is now being planned.	
ECC	MRF Office Refurb & Wi-Fi Upgrade	No update this month - The next phase of the project is to look at Wi-Fi coverage across the whole facility – awaiting site survey.	
ALL	PSN	PSN work will always be ongoing and patches and remediation is undertaken as required	
ECC	Hybrid Cllr Meetings	Following Government rulings and subsequent legal challenges meetings are to now take place in person, Strat are assisting all three authorities in their individual approaches to this. .	
ECC	Corn Exchange – Office Relocation	work still required to migrate legacy Centrex lines to SIP, this will happen once the new SIP contract is in place.	Strata are currently unable to meet the requested deadline of April 12 th to complete this work.
ECL	Exeter City Living	ECL have employed a dedicated resource for 6 months to establish their IT policy, and tender for a support partner going forward	
TDC	Sherborne House	New network connectivity installed, waiting no date for cabling contractor to be able to access the building site is currently used for Vaccinations so access is restricted.	

New Mobile Apps

The below details the new applications we have added to the either be directly available via the catalogue or by request this month.

- No New apps this month



Should you have a request for a new application please raise this on the Strata Portal via the BCR form?

RFO – Reason for Outages.

There were no RFO's issued for the infrastructure in May 21. The Global Desktop uptime in May was 100% over a 24/7 period.

The table below shows the identified actions arising because of major incidents over the last 12 months. The vast majority of identified actions have now been closed.

RFO	Action	Update
VMware Virtual Centre Failure - 18th September 2019	As part of the VMware Horizon Windows 10 upgrades look at ways to provide High availability Virtual Centre	Ongoing – An overarching design has been agreed with a 3 rd party, and this is being implemented in stages as part of the Windows 10 Roll out
	As part of the VDI DR upgrade provision VDI desktops from multiple datacentres to improve resiliency	Completed – The DR site is now capable of serving 600 desktops should the need arise and we invoke a disaster recovery scenario
VCenter Management Cluster failure – 21 st November 2019	Document correct HA settings to avoid this issue in Future.	Completed
	Continue towards upgrading the Oakwood datacentre	Ongoing – An overarching design has been agreed with a 3 rd party, and this is being implemented in stages as part of the Windows 10 Roll out
Global Desktop login & apps failure - 18th January 2020	Investigation into cause	Completed
	VCenter Resilience – Looking at options as part of upgrades for Windows 10.	Ongoing – an overarching design has been agreed with a 3 rd party and this is being implemented in stages as part of the Windows 10 roll out

Security and Compliance Team, SNN & GIS– Robin Barlow

Sometimes it is great to hear some good 'Cyber' news even if it is related to Cyber-attacks and criminality. Firstly, as reported here last month, the FBI have successfully recovered much of the ransom paid by



the US Colonial Pipeline company and have significantly disrupted the criminal organisation that provided a ransomware service to other criminals. There has also been the arrest of a number of individuals running a passwords trading marketplace and finally the Australians and FBI in particular, have created their own secure messaging phone 'app' ANOM and used this in a sting operation.



Sadly, we also got to hear of an \$11m ransom being paid by a Brazilian meat company, which shows the rewards possible and while ransoms continue to be paid, the risks of the odd arrest or recovery of ill-gotten gains is just a career risk for criminals. There is also a general assumption that we only hear about the larger (noticeable) attacks with the expectation that this is far more abundant.



The UK government advice remains clear that ransoms are not to be paid and even from the Colonial Pipelines event, the provision of the 'decryption' key is only the start of recovering the systems and Colonial have declared that many systems are still not operational and that the costs of the interruption has been very costly. The Irish Health Service Executive, also reported here last month, were reportedly gifted the recovery key by the attackers, but who are now using the increasingly common threat to release the private health records unless the ransom is paid. This two pronged attack both leaves a Health Service trying to recover their systems that are out of kilter which each other and also to manage the risk as best they can of stopping the publication of the personal details.

As Councils, we need to continue to review our defences especially with the major changes that Microsoft Office 365 is bringing but also prepare for the worst. Part of this defence is user awareness of the risks of which the 'Dojo' training system has been provided. We will also be running a Cyber event for the Councils in the autumn, using the NCSC's Exercise in a Box to better understand our joint response to Cyber-attacks.

Street name & Numbering and GIS

The team had a workshop during the period where Robin provided an assessment from his observations and discussions so far for the team to discuss. The resounding issue was a lack of resource to maintain the accuracy of the Land and Property Gazetteers. The statutory work has increased however through staff attrition, the level of resource available to support the support has reduced.

The team also covers GIS (Graphical Information Systems, often seen on web pages like Google Maps) and we are now working towards a GIS Strategy as some of the tools in use by the Authorities, eMap and GISMO, along with the transition to a self-service need for the Councils to create their own GIS publications needs to be considered. The team are also about to release the initial draft SNN Policy, which will need to be ratified by the Councils, with a notional target of November 2021 to have these signed off, dependent on each Councils' processes.

Data Protection

There still appears to be no clarity on when the UK data adequacy decisions will be granted by the European Data Protection Board (EDPB). As covered in last month's report, there was a further meeting on the 20th May which voted to delay the agreement while key concerns were addressed. This vote is not binding on the EU

Commissioner and the 30th June 'Bridge date' is also something that the EU can choose to extend. It would seem that the lack of alarm regarding this position (last year MHCLG provided guidance) and the business and political fallout caused by the UK no longer considered 'adequate' would ensure that nothing dramatic happens.

Business Continuity

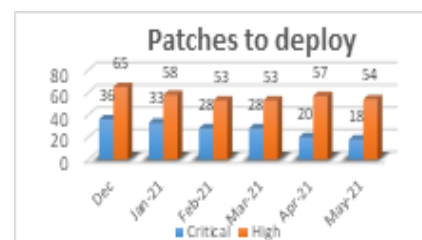
There has been no change in the Business Continuity with the backup processes operating smoothly. We continue to have a challenge in prioritising some documentation work for some of the specialist business IT systems, which has been discussed in the management team. The move to cloud systems, 'Office 365' in particular, where key data of the Councils will become unavailable from any failure in the connectivity to, or systems from, the suppliers now needs to be considered as a key risk with Council Business Continuity mitigation actions devised.

PSN Code of connection (CoCo)

We now have a single upgrade to do to complete the final PSN and will have a completely clean submission to submit to the assessor.

Security software patching (security vulnerability fixes)

Patching of security flaws is a key line of defence against many security attacks as these flaws are used by cyber criminals to both get a 'foot hold' and using other Cyber phrases then move 'laterally' through the network of devices and systems. The more of these they can get to, the more likelihood that they will find flaws that will then allow them to increase ('escalate') their access ('privileges'), and take more control and do much more harm.



There is a constant flow of vulnerabilities, primarily on a monthly basis from Microsoft, and we need to keep on top of these, which the graph shows and which the PSN CoCo IT HealthCheck has confirmed. There will always be some patches that cannot be resolved at a point in time and others that aren't that applicable in our systems.

Cyber Training and awareness

The Cyber and data protection awareness training (DoJo) is still seeing little traction in two of the Councils. We have however renewed DoJo but changed the contract as originally this was supplied through a reseller which resulted in administration issues. We did look at alternatives however DoJo still shines above the others and is also very good value for money. There will be a push this month to support the other two councils, and tying into the leader article, with people being one of the defences and also weaknesses in security, we need them to have the best advice to keep the IT systems secure. Also from a common good perspective, all four (three Councils plus Strata) share the same connected IT systems, and Cyber threats only need one weaker link to undermine the good practices of others, and potentially impact everyone.

Windows Server 2008 and SQL 2008 migration

All 2008 PSN servers have now been removed or upgraded and we are waiting on one finale SQL upgrade that is scheduled for mid-June.

Systems availability

This period has been relatively quiet for incidents, EDDC 1, ECC 6, and TDC 1. 4 of the ECC incidents were related to network links and wifi issues at external sites. The TDC issue was related to the 2008 migration covered earlier. ECC had an issue with their EFins system and EDDC Academy. We also had two incidents relating to the Clearswift web gateway, which has been unstable after a required upgrade.

Business Systems Unit– David Sercombe

BCR Trends

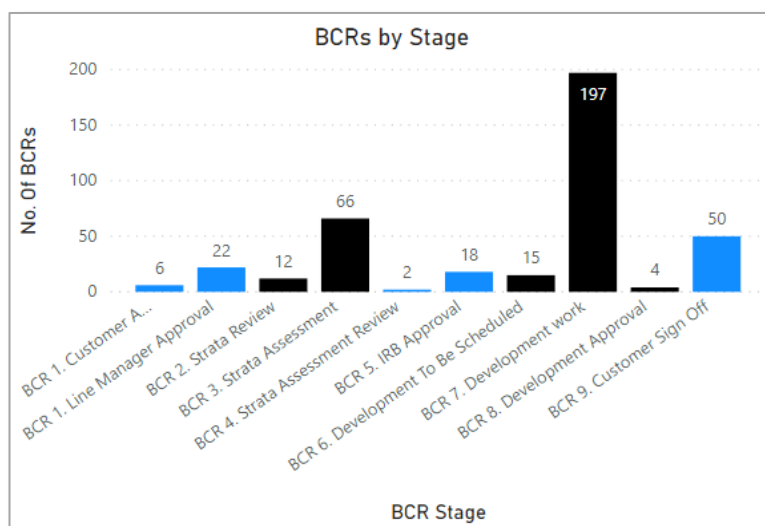
There are currently **392** (as of 7th June) open BCRs at various stages of Assessment, Development and Pending closure.

The Current Breakdown by Authority is:

- East Devon – 126
- Teignbridge – 120
- Exeter – 127
- Strata – 19 (internal BCRs)

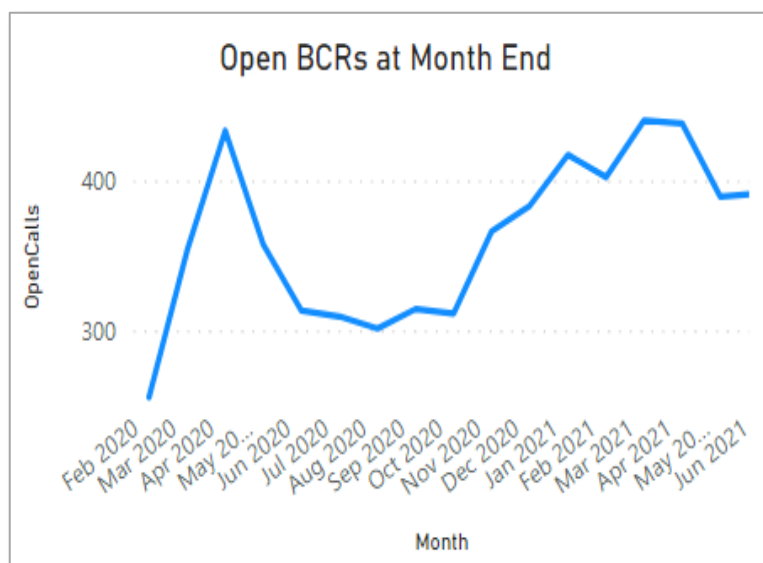
During May - **114** were completed and closed:

- East Devon – 35
- Teignbridge – 40
- Exeter – 38
- Strata – 4



There are 10 stages that a BCR goes through, from submission by a customer and approval by their manager (BCR stage 1.) to Customer sign off and closure (BCR stages 9 & 10.) The chart above shows the number currently at each stage. We have a large number (45) awaiting Customer sign off. These BCRs have been completed and require the customer to approve them via the vFire Portal so that they can be officially closed. Where no response is received after 15 days, the BCRs will be automatically closed.

The number of BCRs open at the end of each month has increased significantly, this is primarily as a result of numerous Covid-19 related forms which have taken significant resource to develop. (50% of the Business Systems analysts has dedicated time to these forms over this period). This has meant that the analysts have not been able to work through the non-Covid BCRs and projects that they had been scheduled to work on and is consequently creating a level of backlog. Covid related activities continued into May as predicted and we expect to see these conclude in early June.



If an officer requires more information on BCR status, there is an interactive Customer Facing BCR dashboard which allows officers to view the BCRs that have submitted across the 3 authorities.

There are 3 main pages to the report:

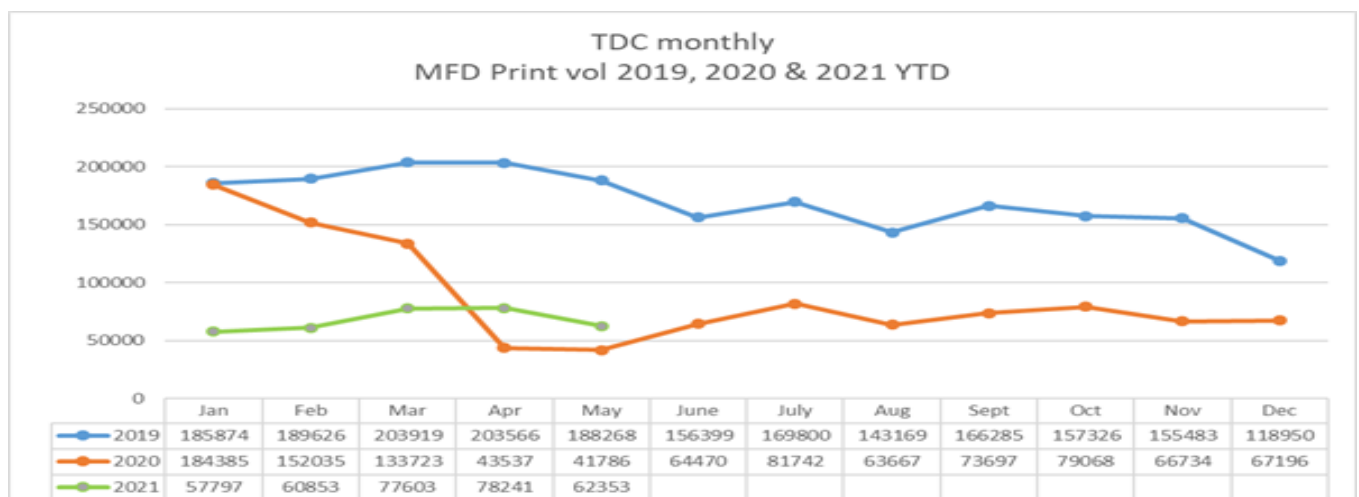
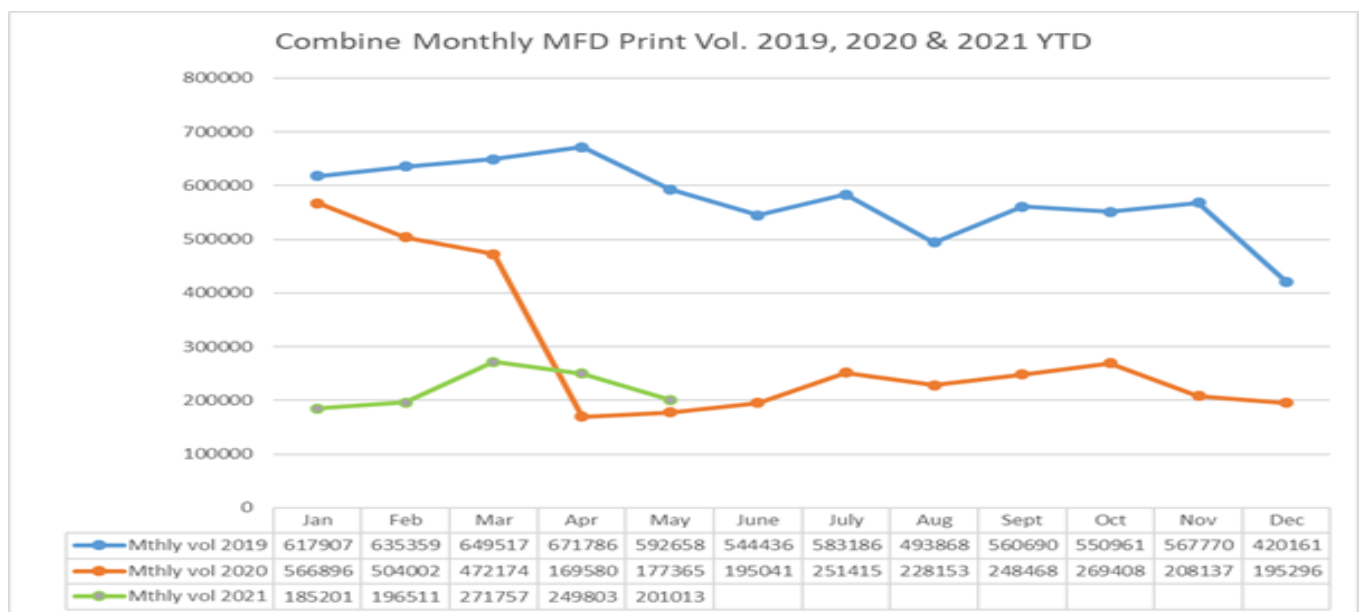
1. **BCR Overview** – numerous graphs and charts (including the one above) which show the data around BCRs across all three authorities. It shows the split of BCRs by Authority, Department and BCR trends over time.
2. **Search BCRs** – Search Open BCRs by Authority, Date Range, Department, Stage or Reference Number. This screen also shows any progress updates an analyst has provided for the BCR.
3. **BCR Captured Benefits** – This shows a summary of the benefits that have been submitted along with the BCR. These are taken directly from the information entered by the customer and are not adjusted by Strata.

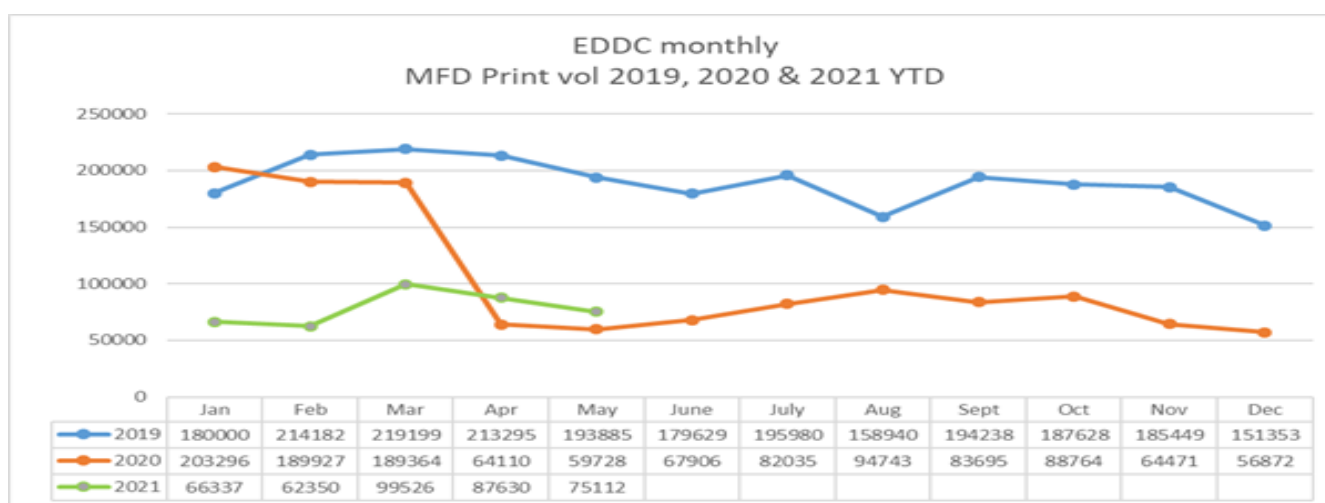
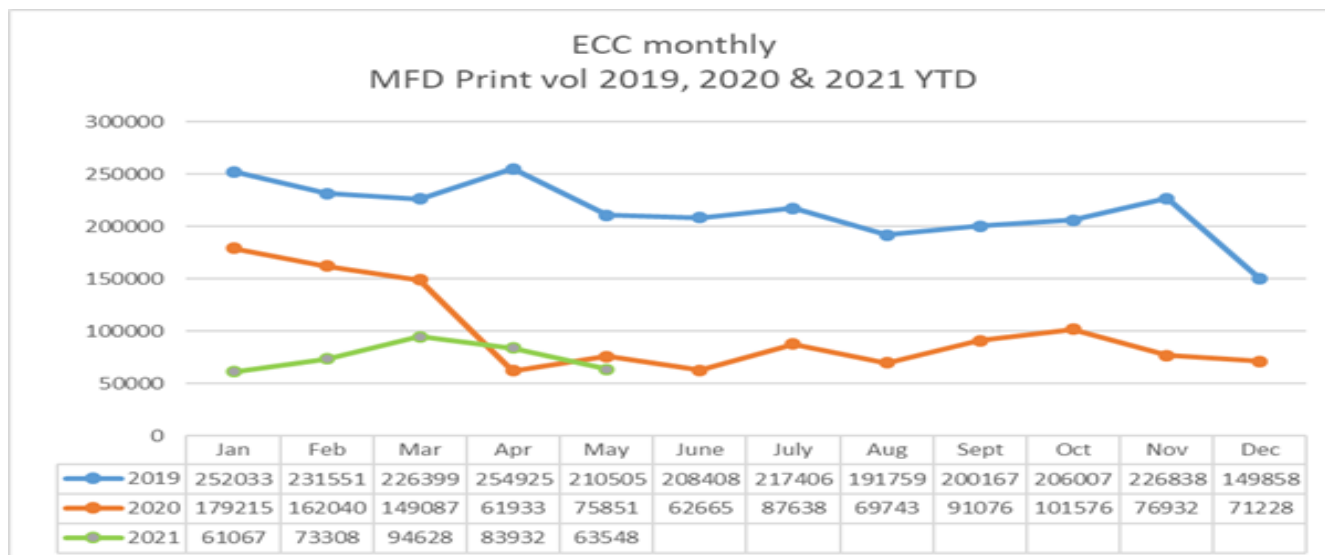
Printing volumes and trends

The trend of lower print volumes continues with the resulting cash savings being returned to the Councils through the normal channel.

The four charts below (including the combined figures) show the pattern for the 3 Councils. With the temporary increase in volume caused by the Election activity having come to an end, the figures have return to similar levels seen in 2020. This is encouraging because it increases the probability that these much lower figures will continue to be seen while office occupancy remains low. The monthly volume remains about 400k images less than those produced in the comparable month of 2019.

Both the original 2019 and 2020 figures are shown in this year's reporting data as both sets provide good data comparison points for when the effect the economy opening begins to be seen on the 2021 working environment.





(Please note that these figures do not include printing from Academy (revs and bens) at EDDC. Academy printing at EDDC does not go through the Equitrac printer server so the figures are not included. In previous reports these figures have been manually added to EDDCs figures and are usual around 70K-100K prints per month. Like for like printing at TDC and ECC is processed by Synertec our Hybrid Mail supplier, work is progressing to shift the EDDC academy printing across to Synertec as well.). The volumes for Exeter City Leisure, City Living and the Devon Building Control Partnership have been excluded as they are charged separately.

Central Printing facilities

There has been an increase in demand for print work from the Central Print facilities. This work has been a mix of Council Agendas, Leaflets and promotion materials – for example the THG in EDDC have opened a new exhibition which required a number of print jobs. We have also been advised that the TDC Local plan will be coming our way for printing in early June which will be the largest job printed in the past two years.

Scanning

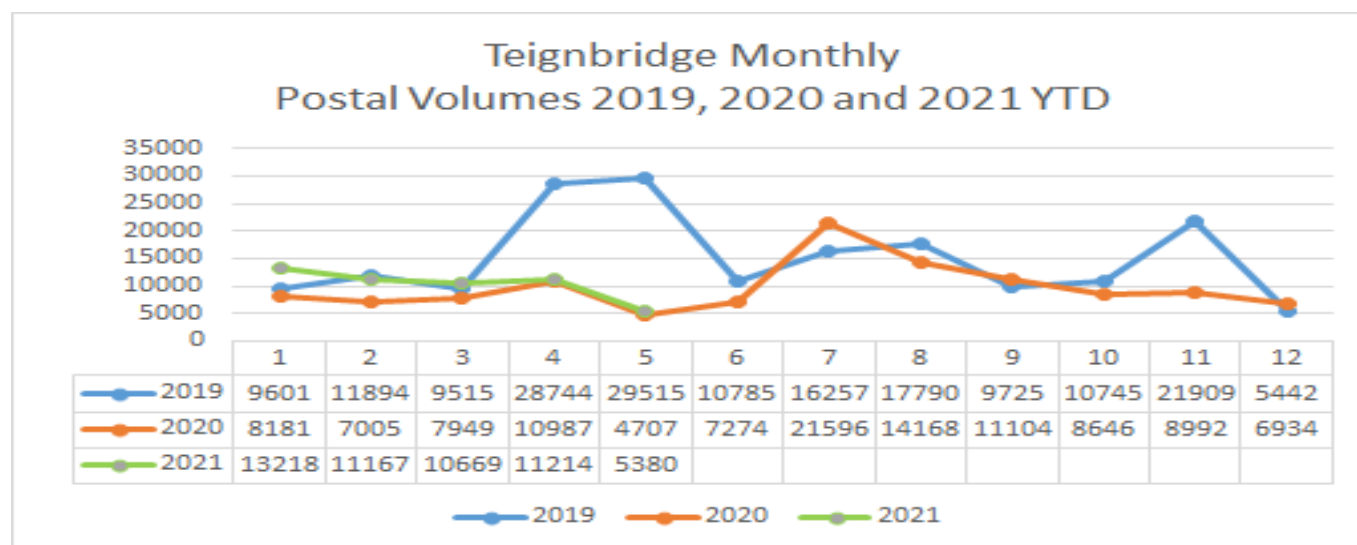
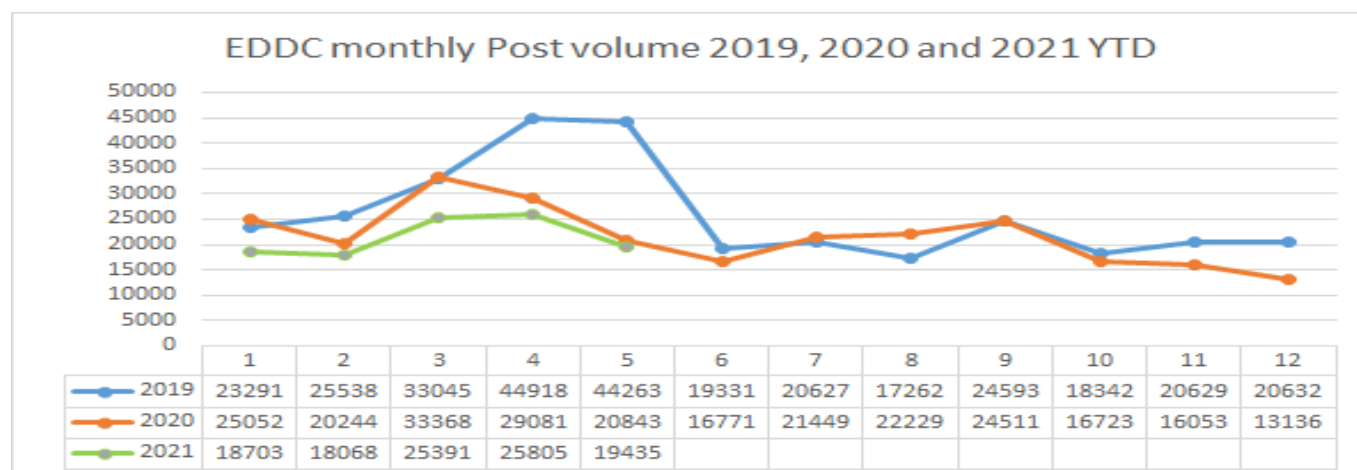
Scanning and digital document handling demand in support of Revs and Bens at both TDC and EDDC are running at normal levels. The scanning teams at EDDC and TDC continue to perform very well with staff rotating between working from the office and working from home.

Printing and post service for officers working from home.

We continue to support council staff by completing one off scanning tasks, ad-hoc printing and posting out on behalf of staff working from home at TDC, ECC and EDDC. Please contact Martin.Millmow@strata.solutions for more information on how to access this service.

Postage figures

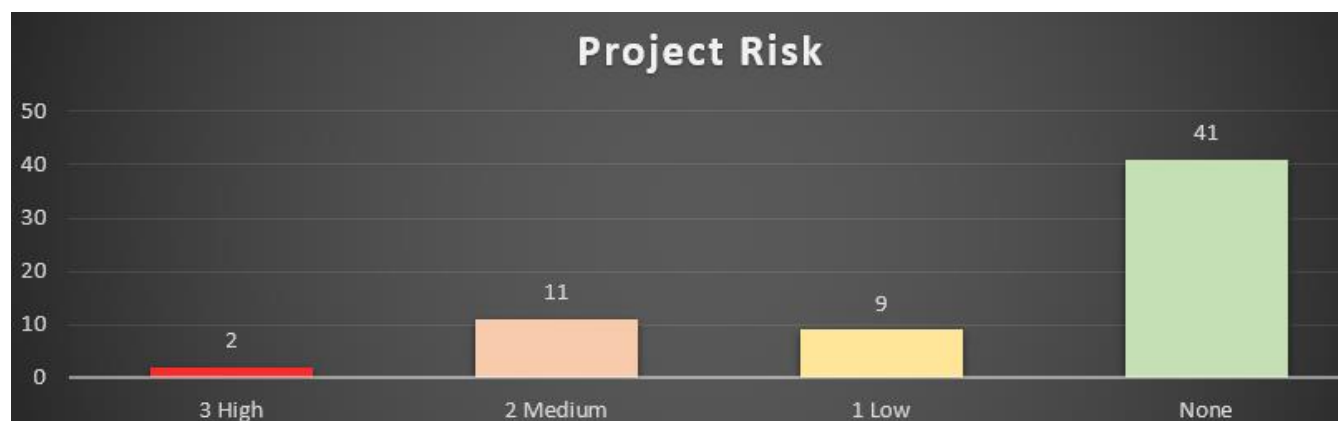
Postage volumes for early 2021 continue to track a similar pattern to those seen during 2020, but with EDDC producing about 21,000 less and TDC 13,000 more year on year for the first 4 months. Overall the combined volume for the first 5 months is slightly lower year on year - 159K (2021) vs 167K (2020) items mailed (excluding TDC Synertec volume).



IT Solution Delivery – Pete Johns

As predicted in the last report, May was incredibly busy with a handful of major events, including another election and the return to Council offices for formal Council meetings. Despite this however, our projects have largely made good progress, including reaching the end of the Windows 10 migration that had tied up so much resource over such a long period of time.

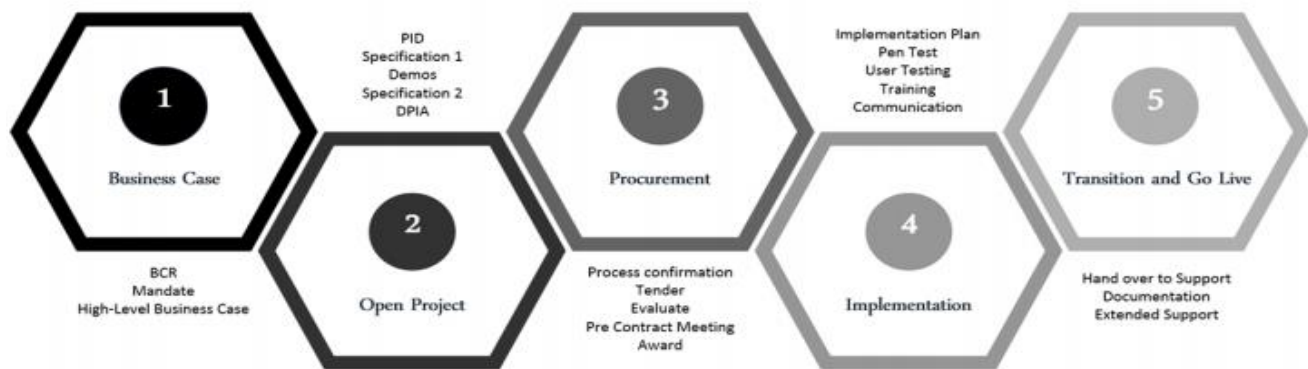
Our total number of projects has jumped up again this month, this time a combination of genuine new projects and bringing some of our own internal Infrastructure projects into the same reporting process. However (and hopefully without tempting fate) over the next two months we should start to see the number of live projects dropping as they approach their natural completion...assuming no new ones are raised, of course.



In terms of risk, we categorise our projects in four levels to enable us to prioritise our response to these. This covers Low, Medium and High. There is also a category of 'None' which does not mean that any project has 'no' risks, but that these are minor risks you would expect most projects to have.

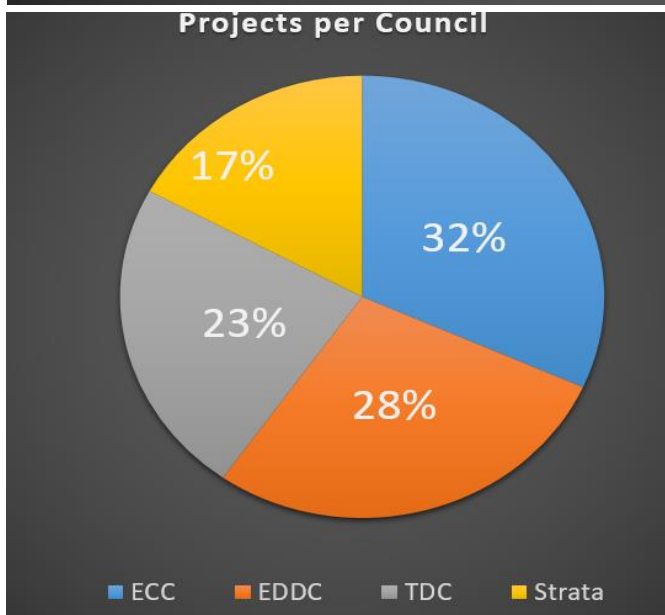
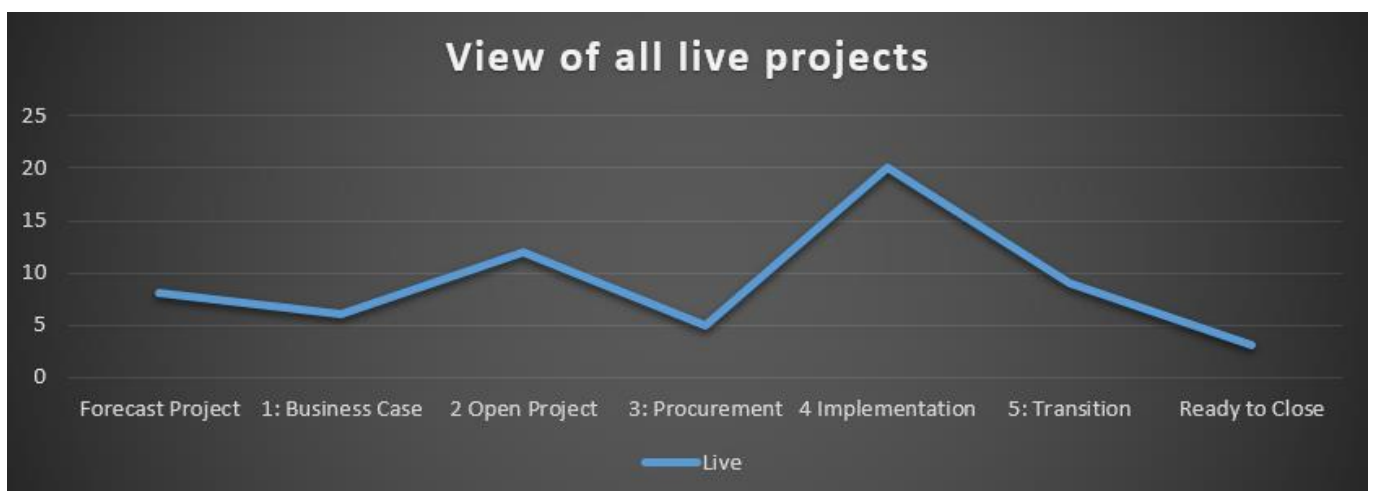
For several months we have had two projects at our highest level of risk, as detailed below:

Council	Project	Reason
Exeter	Cash & Income Management	A replacement project of Paris Payments to Civica Pay. This project has had a long history and has already been delayed multiple times. Unfortunately, the product still isn't up to satisfaction and is unlikely to make our June 21 st deadline. The risk was initially raised as the product wouldn't be ready in time for the card payment industry's new 3D Secure V2 implementation, which ECC's current payment system didn't support. This would mean ECC would be unable to take any card payments, including over the phone or via the web. Although this new requirement has recently been delayed until March '22, giving the project more breathing room, we believe the level of frustration on this project, and the knock-on impact to other projects, still warrants our highest level of risk.
Strata	Server 2008 replacement	Server 2008 has gone out of support and so we need to replace every server running on that version. At time of writing there is just one server remaining, with plans in place to remove, and so we expect this risk to be removed soon.



There are currently **63** live Projects (increase of 9), split into the following project gates:

0: Forecast	8 (increase of 3)
1: Business Case	6 (decrease of 4)
2: Open Project	12 (increase of 3)
3: Procurement	5 (increase of 4)
4: Implementation	20 (no change)
5: Transition to "Business as Usual"	9 (increase of 3)
Ready to Close	3 (no change)



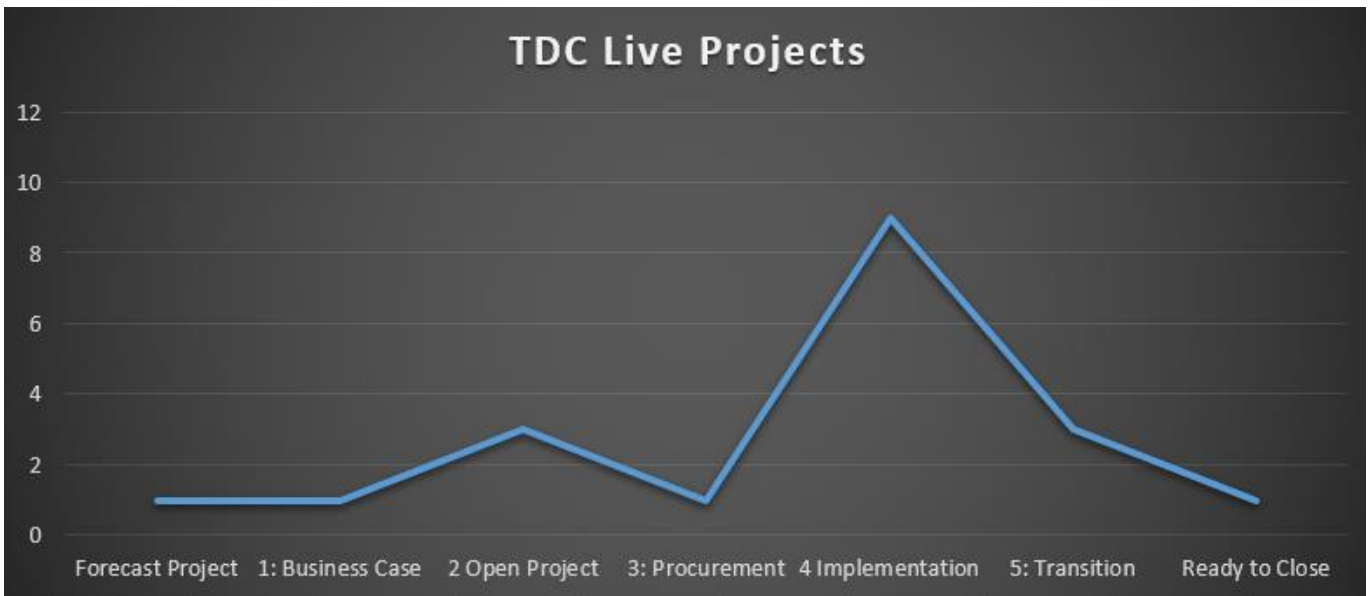
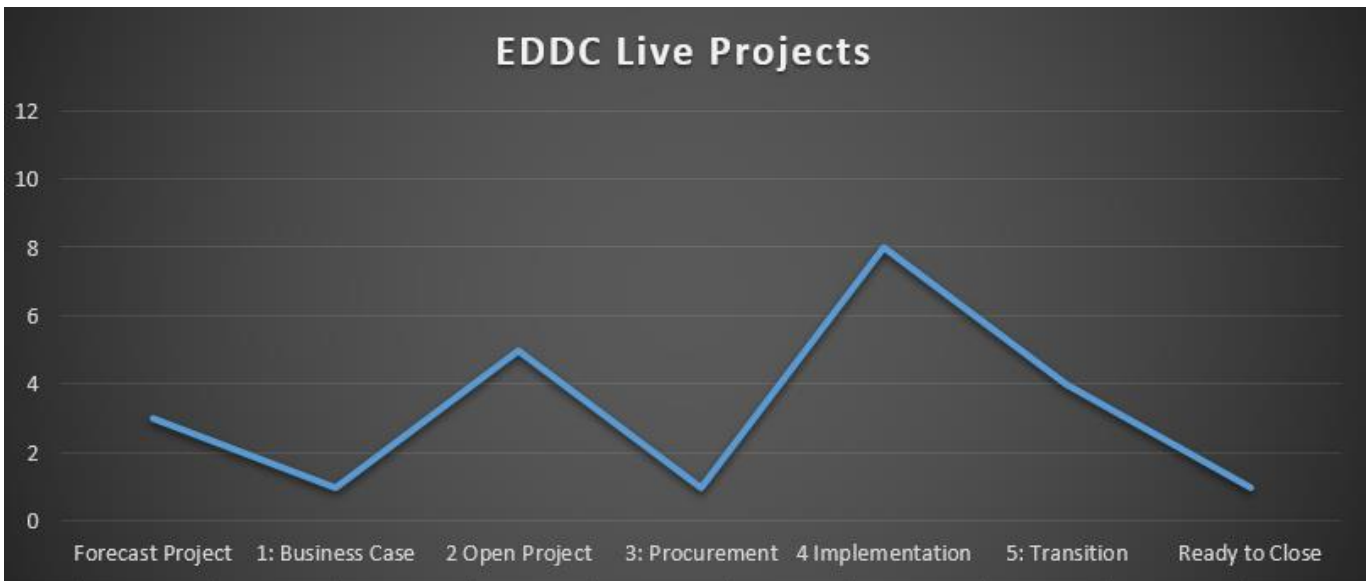
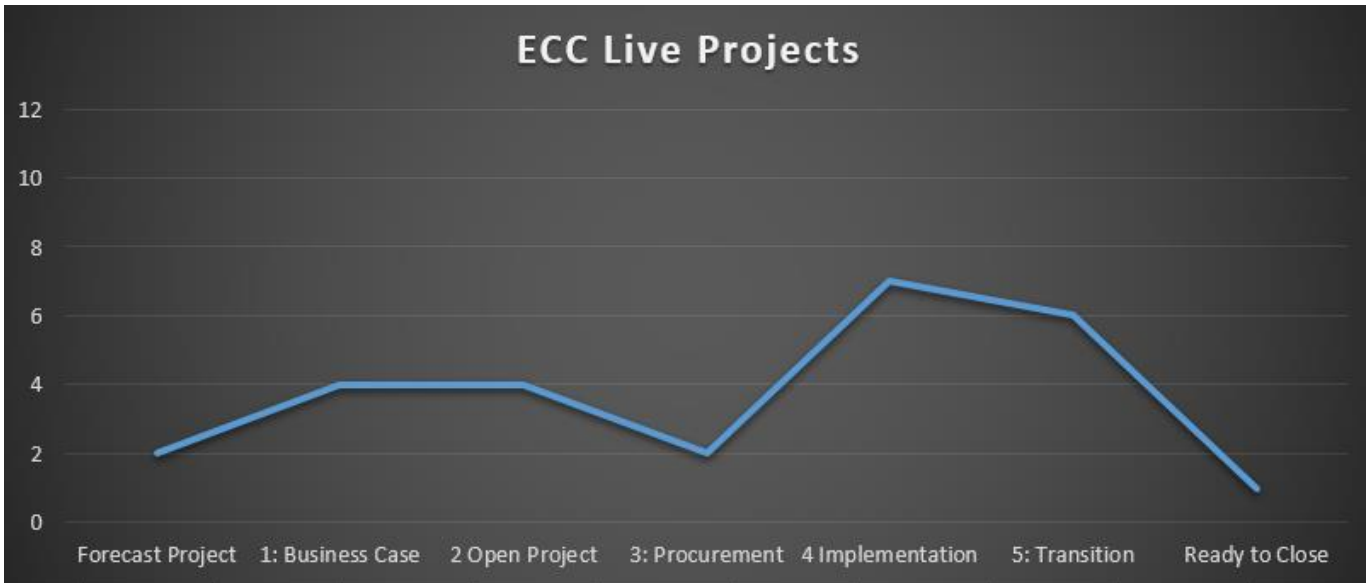
ECC: 26 (no change)

EDDC: 23 (no change)

TDC: 20 (decrease of 1)

Strata: 14 (increase of 7)

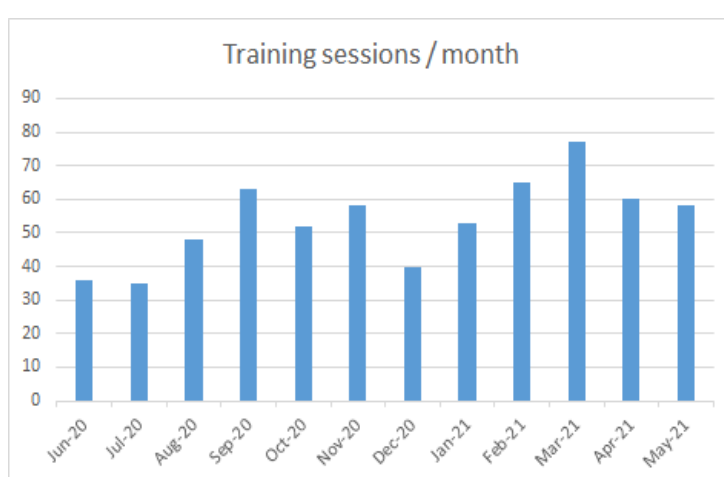
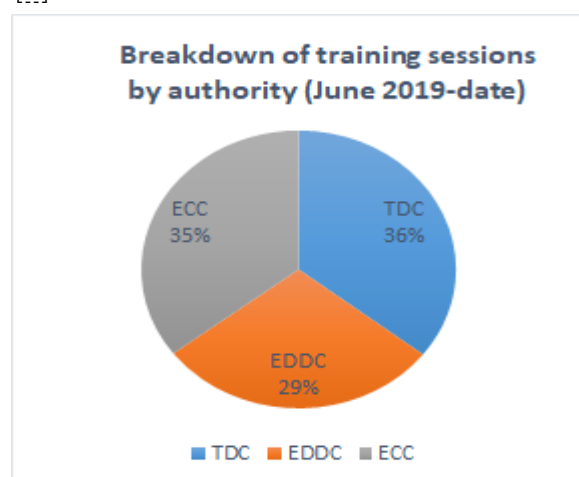
Note: a single project can be counted multiple times if it relates to multiple authorities. This is to aid reporting – for example, if a single convergence project covers all three authorities, it will be counted three times on this graph.



IT Training – Clive Newton

Month	Contact time	Total session	Number of clients seen	TDC session	EDDC Session	ECC session
Jun-20	26:15	36	88	11	10	15
Jul-20	30:00	35	153	18	15	2
Aug-20	24:40	48	62	25	11	12
Sep-20	39:55	63	68	26	19	18
Oct-20	39:20	52	61	34	18	28
Nov-20	33:45	58	77	14	17	26
Dec-20	25:00	40	60	15	13	12
Jan-21	35:10	53	93	21	17	14
Feb-21	50:25	65	66	24	23	17
Mar-21	50:40	77	120	27	28	21
Apr - 21	45:55	60	250	23	20	22
May 21	40:50	58	82	13	19	26
Last 12 months:	441:55	645	1180	251	210	213

OBJ



Key training activities in May 21:

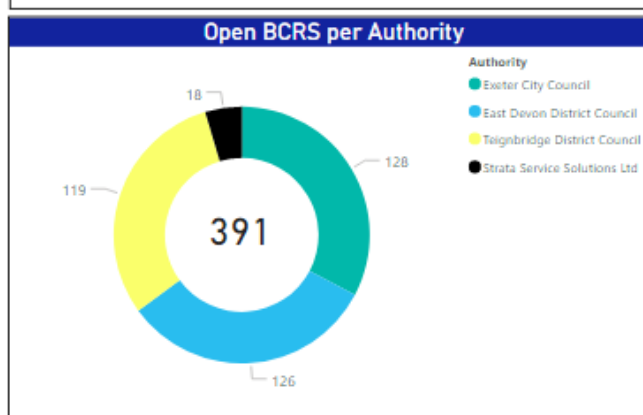
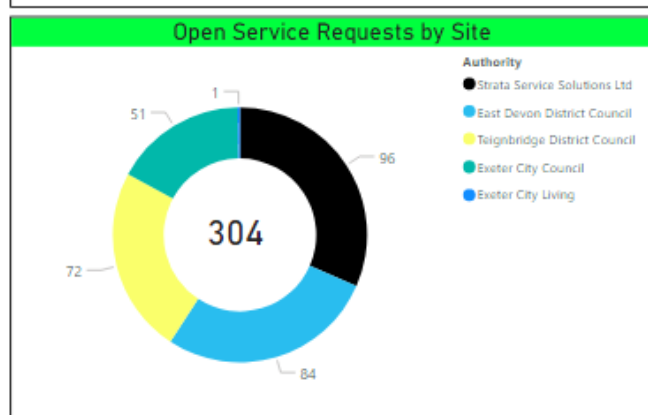
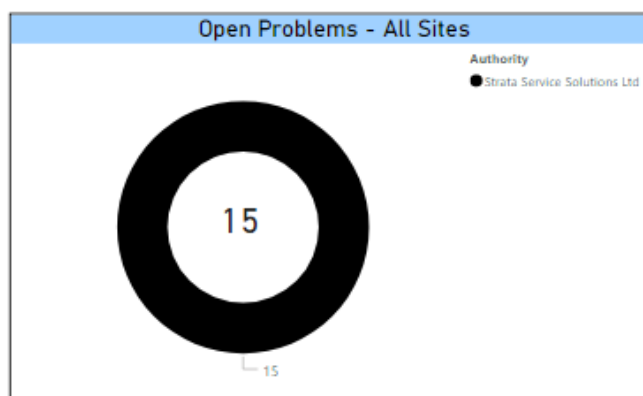
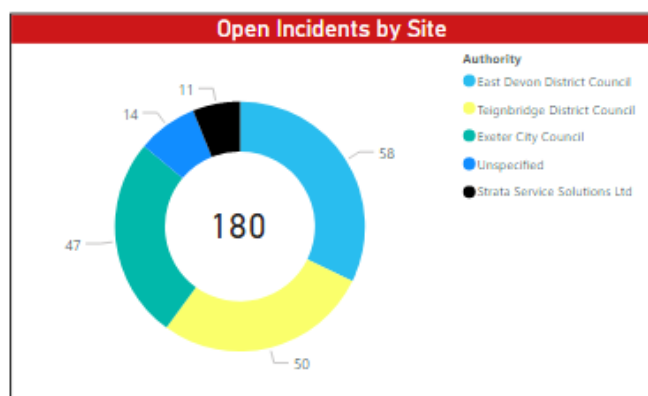
- 7 x staff inductions. A review is underway to refine inductions and to embed it within each authorities.
- Assisting the setting up of hybrid council meetings to meet the revised government legislation.
- New councillor inductions at ECC, and ongoing councillor support
- Skype at THG for EDDC

Activities planned for June 21:

- IT Drop-In Sessions
- Teams training for Strata Staff
- Cleansing document properties sessions for TDC staff
- Councillor Community Fund training for TDC councillors
- Continued support of council hybrid meetings
- Various 1:1 session, including Excel, iPad and communication tools

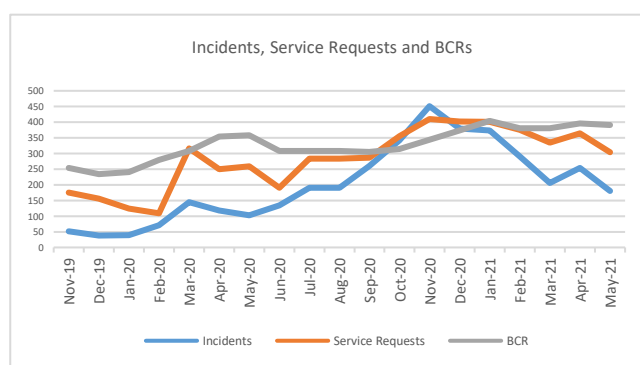
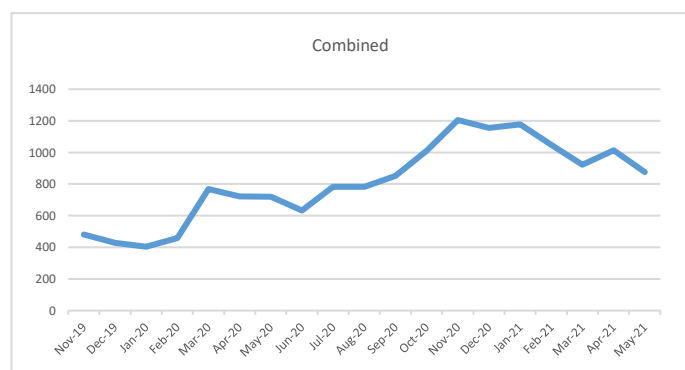
High Level Real Time KPI Measures

Strata have redefined our KPI's, so as to show four primary KPI's on our wallboard. As of 1st June 2021, our wallboard of KPIs showed as follows:



Comparison to April 21 figures shows the following::

KPI	Increase or Decrease on Previous Month	Previous Month (Apr 21)	Level of Increase or Decrease on Previous Month
Incidents	Decrease of 74 Incidents	254	29% decrease
Problems	Increase of 3 Problems	12	25% increase
Service Requests	Decrease of 60 SR's	364	16% decrease
BCR's	Decrease of 5 BCR's	396	1% decrease



Service Desk Performance Indicators Report

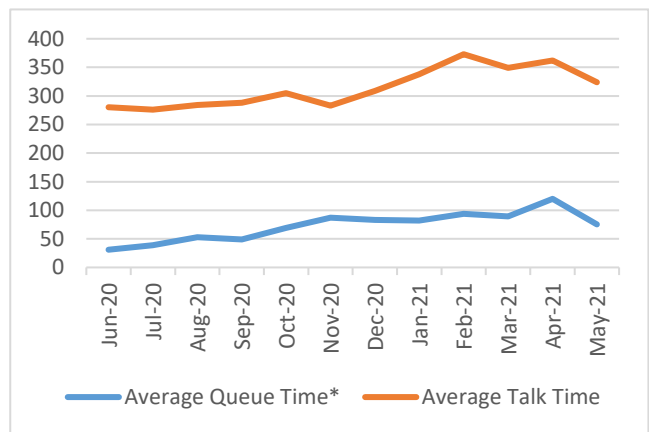
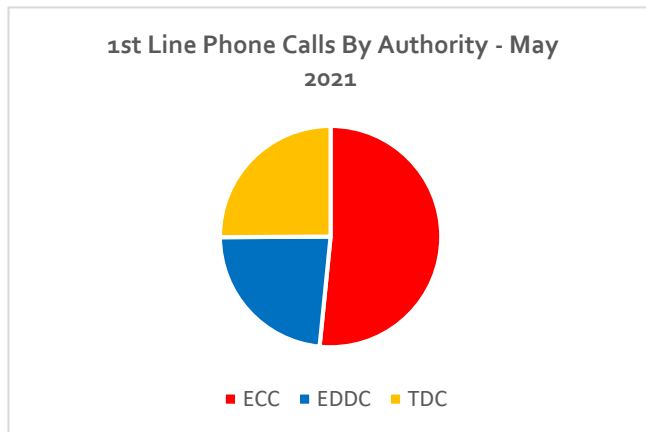
The table and graph below shows the total number of Phone Calls (excludes communication via the vFire portal) coming into the Strata 1st line team during the month of May and is broken down by reporting authority.

The Service Desk team is structured in three tiers:

Tier	Description
Tier 1	Handle all incoming Incident calls into Strata. Try to resolve first time
Tier 2	Site based, and deal with day to day site related incidents
Tier 3	Work remotely and deal with complex incidents and problems

Total Number of 1st Line Phone Calls During Month – May 2021

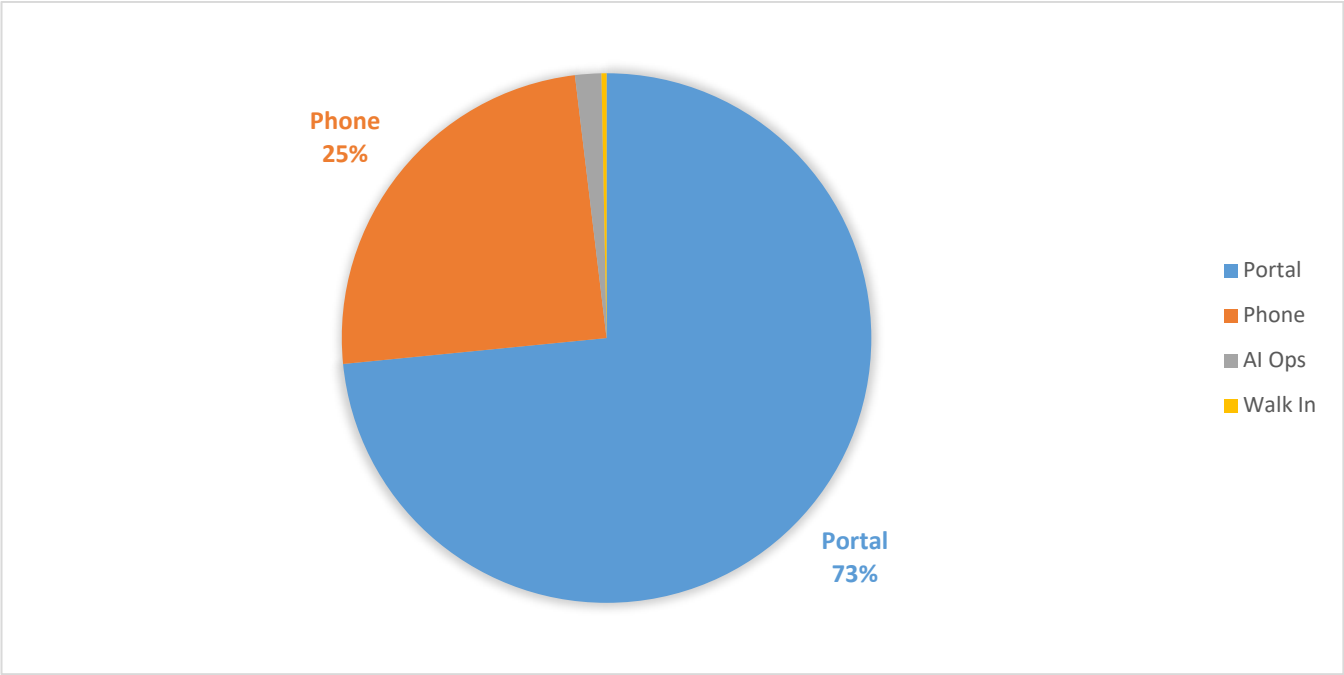
Site	May 2021 - 1 st Line contact	Percentage
ECC	438	52%
EDDC	198	23%
TDC	213	25%
Total	849	



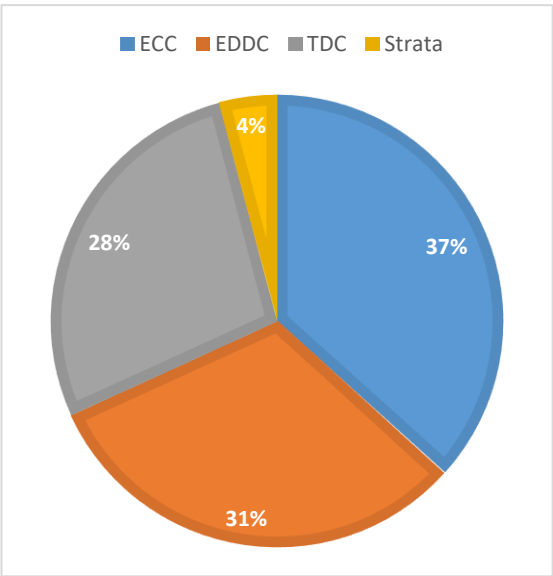
Queue Time	Jun 20	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21
Average Queue Time*	31	39	53	49	69	87	83	82	94	89	120	75
Average Talk Time	280	276	284	288	305	283	309	338	373	349	362	324

Method of Incident Contact

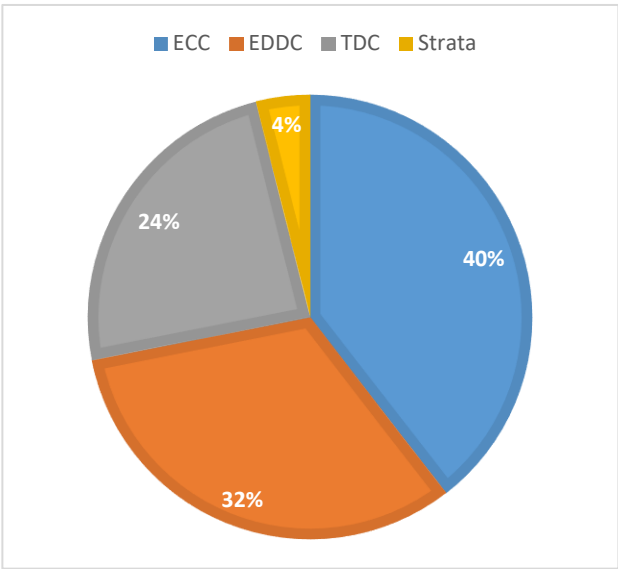
It is good to see that the investment in the portal has paid off and out of the **12244** incidents raised and closed over a sixteen month period, circa **73%** have been raised via the portal, this significantly reduces phone demand on the service desk, enabling officers to focus on fixing issues.



Closed Incidents and Users per Authority



Closed Incidents by Authority



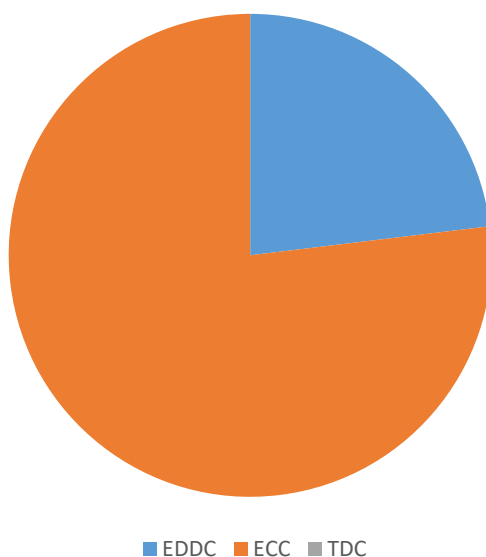
Users by Authority

Strata Out of Hours Service

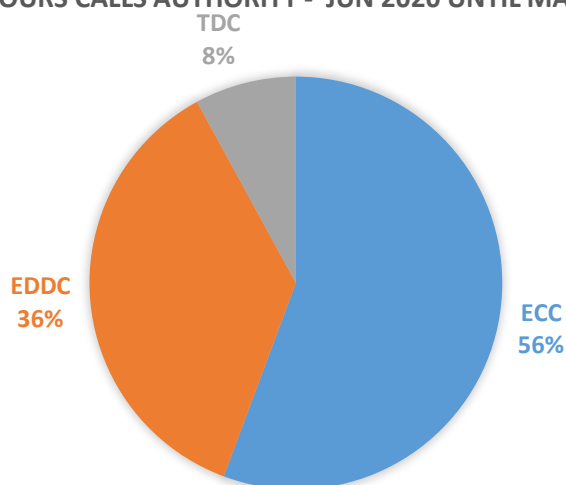
The Out of Hours service continues to remain effective and offers 24/7 support to end users.

Site	Jun 20	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb-21	Mar 21	Apr 21	May 21
ECC	6	2	0	1	1	2	2	5	10	6	4	10
EDDC	4	2	0	1	2	2	2	3	4	7	2	3
TDC	0	0	0	2	1	1	1	0	1	0	1	0
Total	10	4	0	4	4	5	5	8	15	13	7	13

OOH Calls - MAY 21



OUT OF HOURS CALLS AUTHORITY - JUN 2020 UNTIL MAY 2021



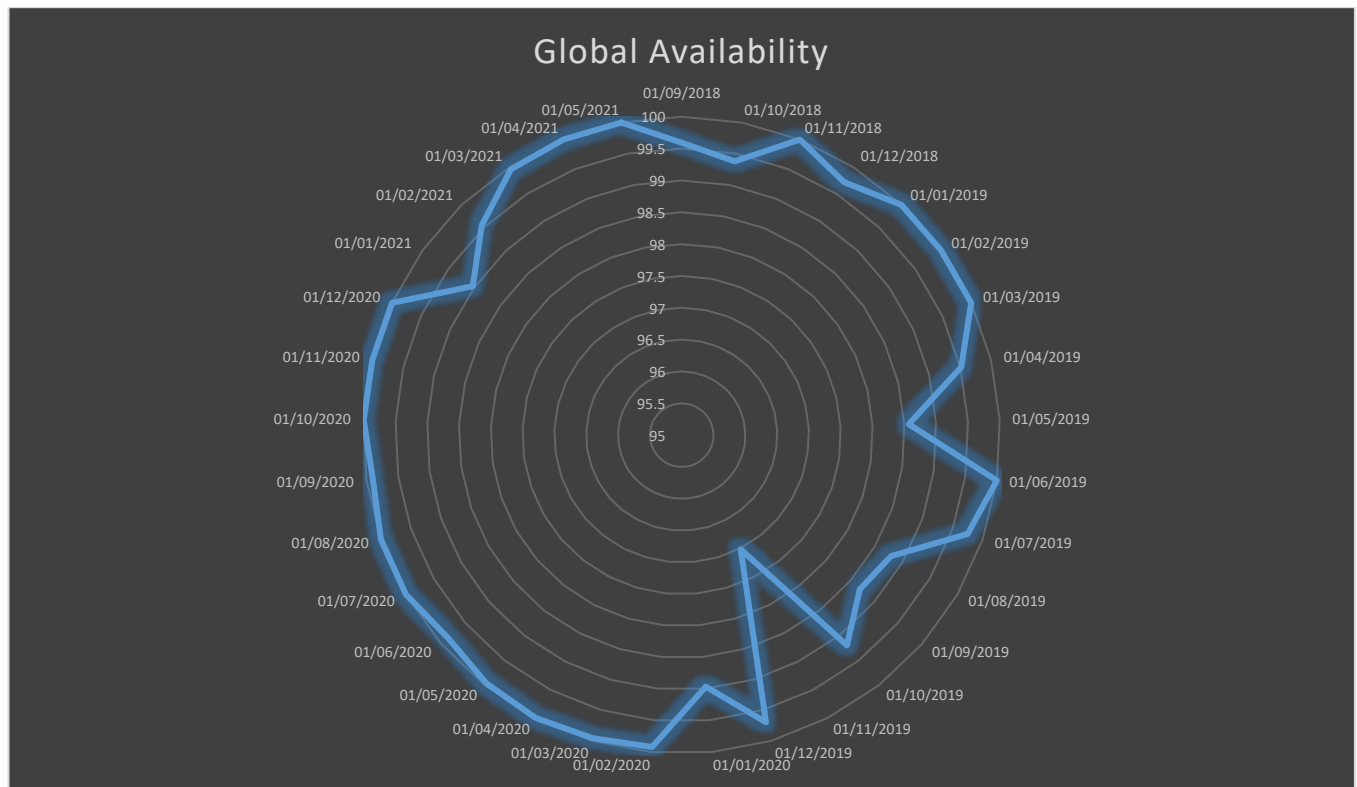
Please note: There have been 88 'Out of Hours' calls into the Strata 24/7 service over the last 12 months.

Global Platform Uptime

With the introduction of the Global platform, Strata report on the percentage uptime of the Global environment which includes the Skype for Business and Anywhere 365 telephony applications.

Month / Metric	Jun 20	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb-21	Mar 21	Apr 21	May 21
24/7	99.86%	100.00%	100.00%	99.90%	100.00%	100.00%	100.00%	99.03%	99.55%	99.96%	100.00%	100.00%

The below radar diagram shows 24/7 performance over a 34 month period. After a spate of network issues at the end of 2020 and into early 2021, remedial infrastructure work has resulted in a far improved SLA.



Uptime Equivalents*

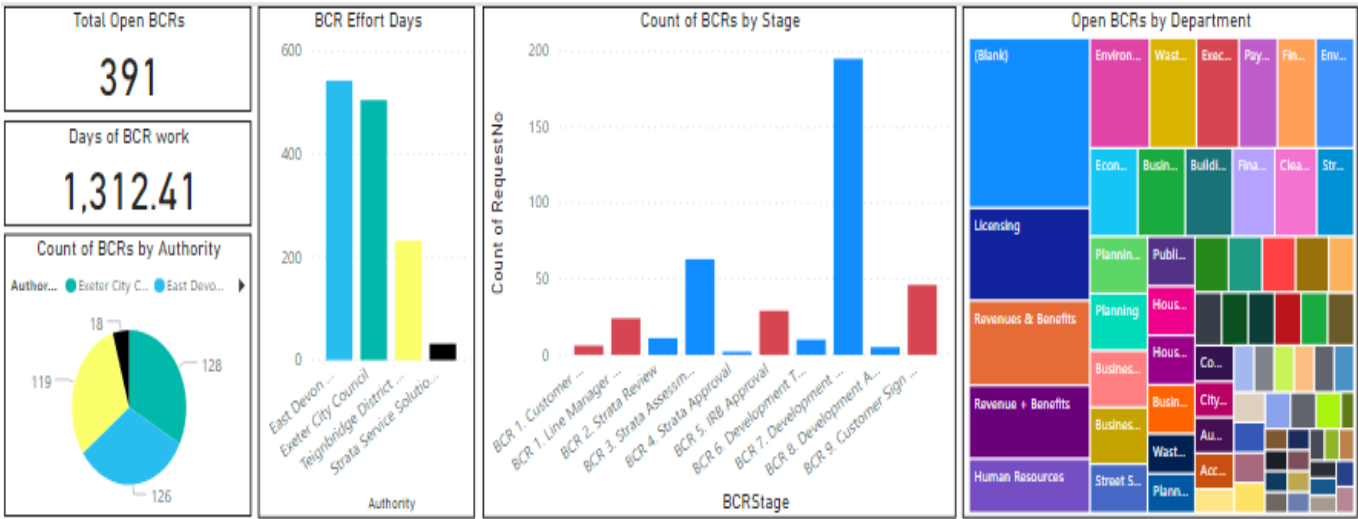
Percentage Uptime	Equivalent Daily Downtime	Equivalent Weekly Downtime	Equivalent Monthly Downtime
100.00%	0hrs 0mins 0secs	0hrs 0mins 0secs	0hrs 0mins 0secs
99.50%	7mins 12secs	50mins 24secs	3hrs 39mins 17secs
99.00%	14mins 24secs	1hr 40min 45secs	10hrs 57mins 26secs
98.50%	21mins 36secs	2hrs 31mins 12secs	14hrs 36mins 34secs
98.00%	28mins 48secs	3hrs 21mins 36secs	18hrs 15mins 43secs
97.50%	36mins 0secs	4hrs 12mins 0secs	21hrs 54mins 52secs

Our target is to achieve 99.5% Global availability based on a 24/7 measure over a monthly period.

*based on the Uptime institute downtime equivalents measuring model over a 24 hour period.

Strata Service Performance Indicators – Business Change Requests

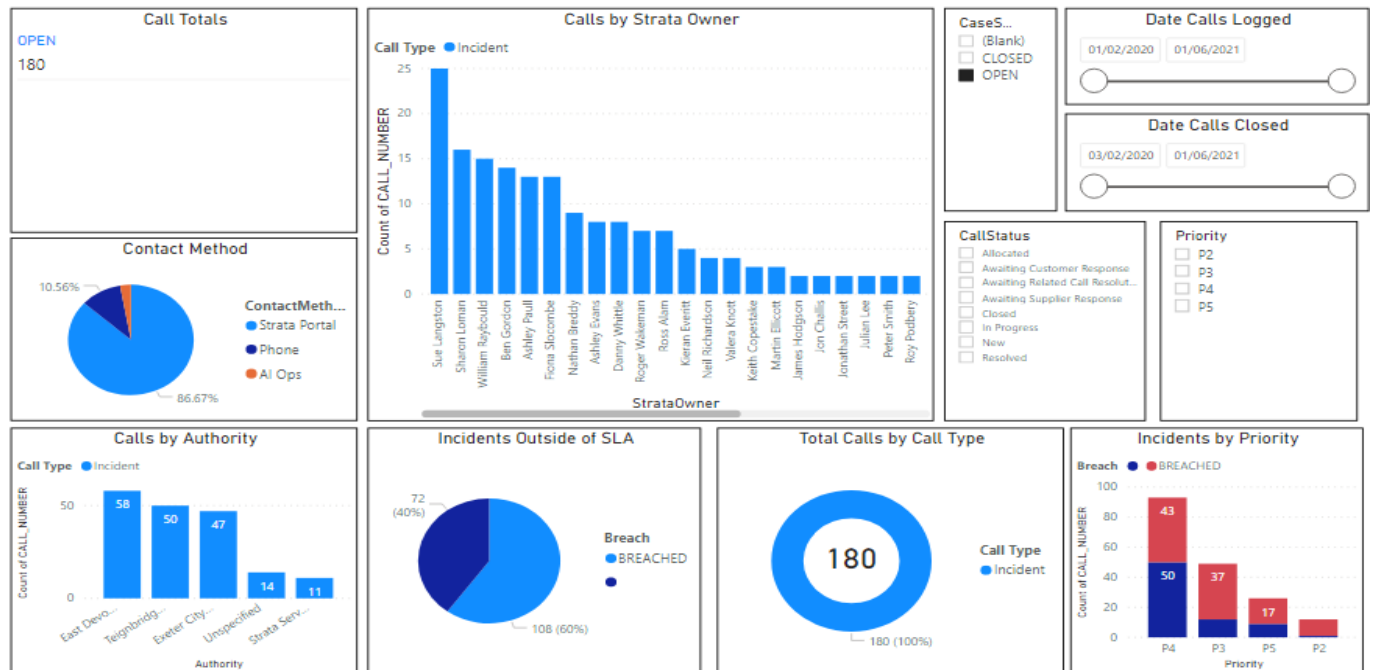
The following graphics shows the current BCR queue (as of 1st June 2021):



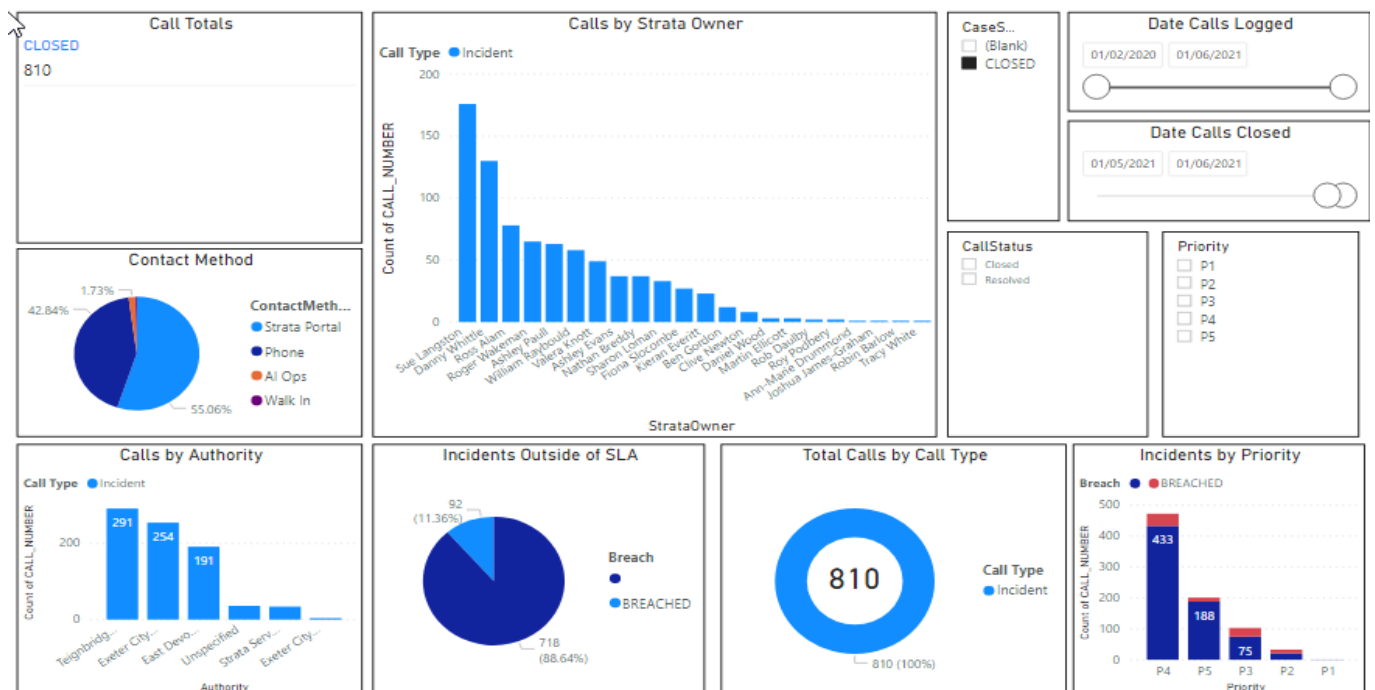
This graphic shows that there is currently 177 days of work in the Strata BCR queue. Our aim once Business Grants work is completed to focus on reducing this level of demand.

Strata Service Performance Indicators – Incidents

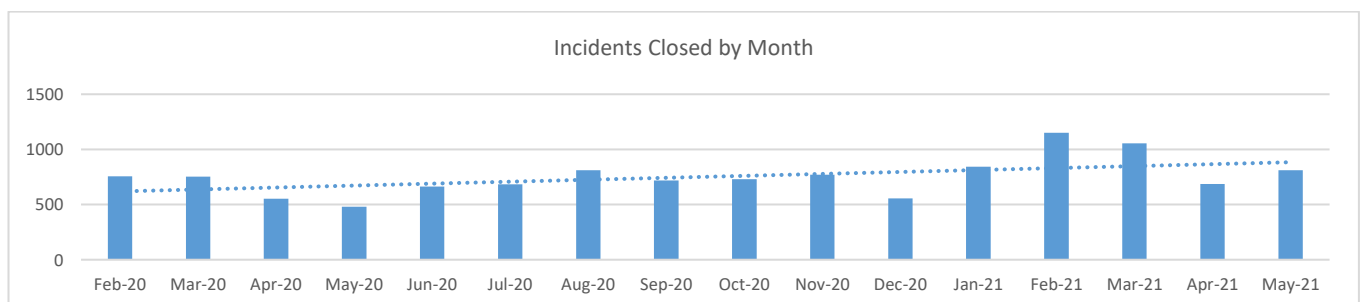
OPEN INCIDENTS – End of May 2021



CLOSED INCIDENTS – Closed in May 2021

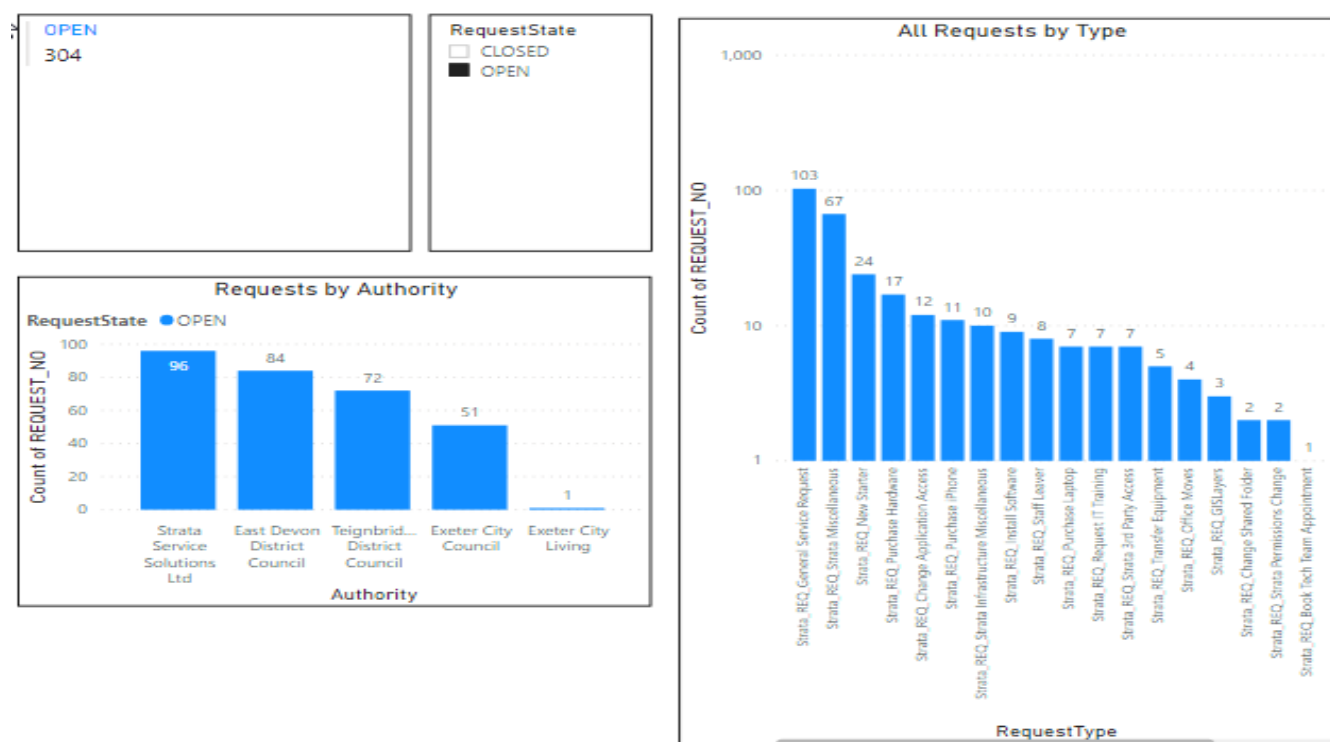


INCIDENTS CLOSED BY MONTH

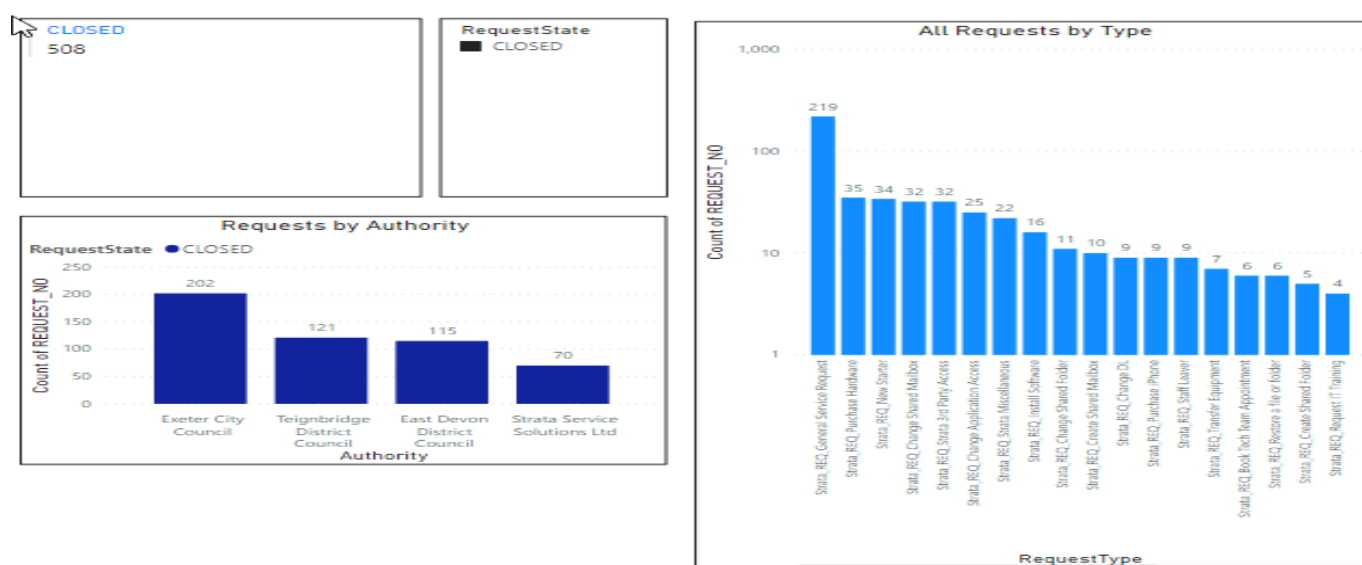


Strata Service Performance Indicators – Service Requests

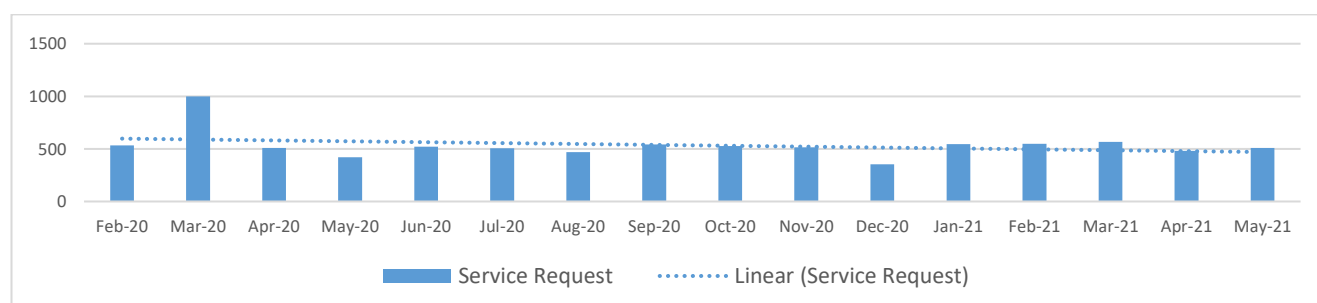
OPEN SERVICE REQUESTS - End of May 2021



CLOSED SERVICE REQUESTS - Closed in May 2021



SERVICE REQUESTS CLOSED BY MONTH



Customer Satisfaction

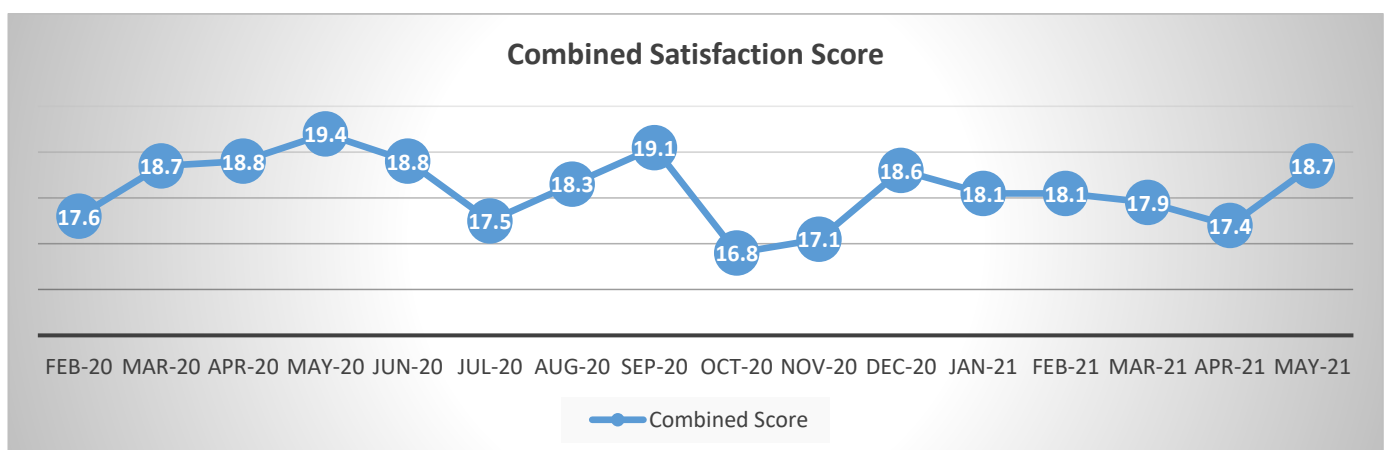
This measure is available from the Call Logging system by sending a customer satisfaction email when each job logged has been completed. We ask four primary questions and end users can score based on a scale of 0 to 5. In May 2021, we received 71 responses to the customer satisfaction survey.

	Jun 20	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21
How would you rate your overall satisfaction with the service you received	4.7	4.3	4.6	4.8	4.2	4.3	4.7	4.5	4.5	4.5	4.3	4.7
How would you rate our communication with you through this process	4.7	4.4	4.6	4.8	4.1	4.2	4.6	4.5	4.5	4.5	4.3	4.6
How would you rate the level of knowledge and professionalism of our staff throughout this process	4.7	4.5	4.7	4.9	4.4	4.4	4.7	4.7	4.6	4.5	4.5	4.8
How satisfied were you with the call resolution timescale	4.7	4.3	4.4	4.6	4.1	4.2	4.6	4.4	4.5	4.4	4.3	4.6

The feedback received is reviewed and shared with Service Desk staff and the Strata Management team. Trends in Customer Satisfaction are closely monitored and in the event that satisfaction levels drop, remediation actions are discussed and actively pursued.

Combined Feedback Scores

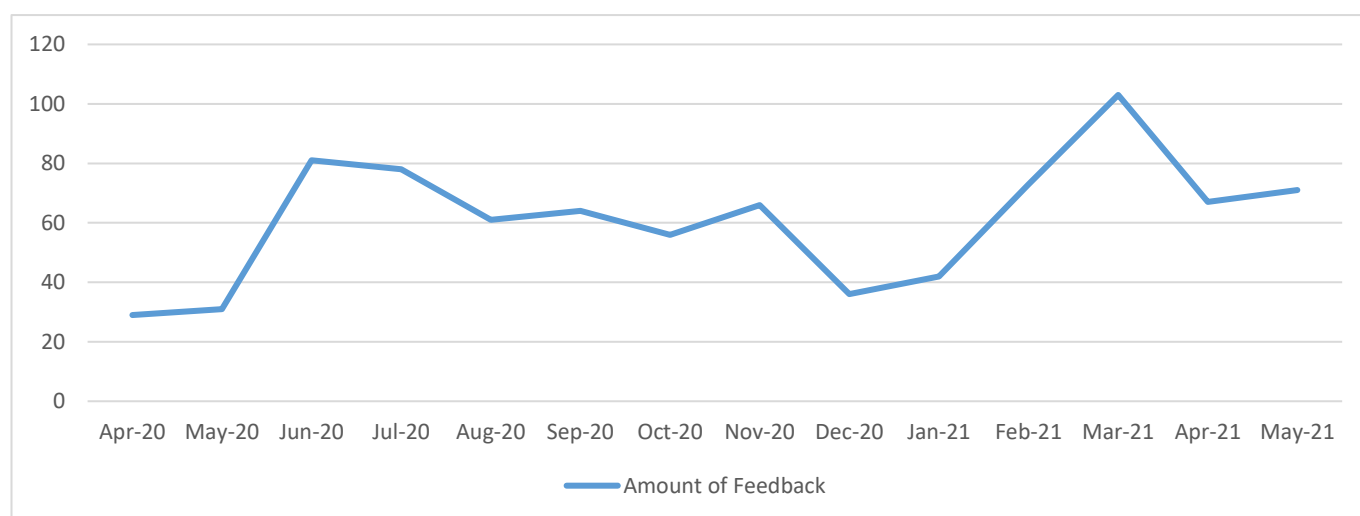
	Jun 20	Jul 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21
Combined Scores	18.8	17.5	18.3	19.1	16.8	17.1	18.6	18.1	18.1	17.9	17.4	18.7



Whilst Strata proactively manage customer satisfaction and investigate any negative comments received, our aim is to achieve a combined score of 17.5 or greater (out of a maximum of 20). Should the Customer Satisfaction score drop below 17.5 (or 87.5%) for two consecutive months, the IT Director undertakes a review of the primary reasons for the score and implements a corrective action plan working in conjunction with the Service Desk Manager and Head of Infrastructure and Support.

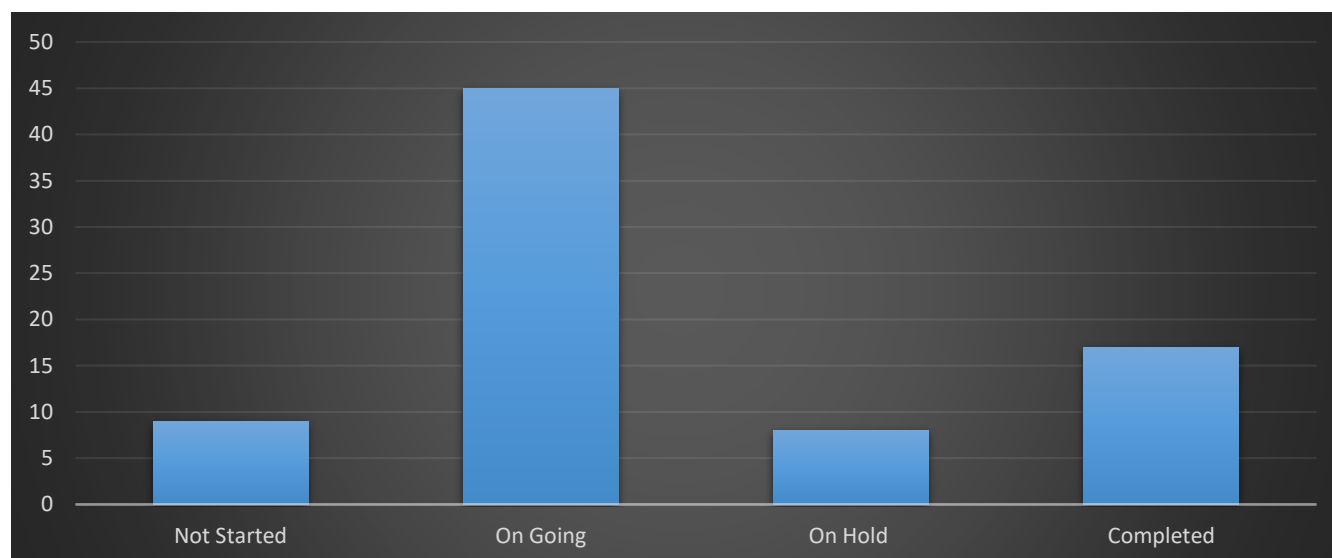
Quantity of Feedback Received

	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21
Feedback Received	81	78	61	64	56	66	36	42	73	103	67	71



Strata Business Plan Objectives 2021 / 22

In order for Strata to remain to be effective, it is important that a clear set of actions and objectives are identified in the Business Planning process and timescales associated with each action. These have been classified into Ongoing, On Hold, Completed and Not Started.



Strata All Team Objectives 21/22							
Action	Team	Required Outcome	Owner	Timeframe	Comments	Status	Status
Chat Bots/ Smart Speaker	Business Systems	Understand Business Requirements and anticipated Value that Chat Bots and Smart Speakers bring. Further Explore third party market place for solutions to understand potential costs Further investigate in-house development and use of Microsoft Azure Bot Service to implement home grown solution	David Sercombe	Mar-22	Some background research being done	1	Not Started
Agile Development/ Project Implementation	Business Systems	Work with Strata Solutions Delivery team and authorities to further develop the Strata project management framework to include Agile Development Options. Use Agile where appropriate to ensure timely delivery of in house developed solutions and reduce the risk of scope creep and time over runs	David Sercombe/ Pete Johns	Mar-22	Initial conversations have been held, but as yet no timeframes set	1	Not Started
Strata Business Plan	Core	Comprehensive 12 month plan for the Strata business	IT Director	Dec-21		1	Not Started
Investigate, plan and start move to Zero Trust approach	Security and Compliance	Deployment plan, 2022 costs and initial progress towards Zero Trust	Robin Barlow	October 2021 for budgetary costs, March 2022 initial approach		1	Not Started
Web Application Firewall	Security and Compliance	Using the now installed Kemp Load balancers enable the WAF functionality, configure and test	Robin Barlow	Summer 2021	This is being scheduled in by the Infrastructure team, but resource demands are impacting on the ability to progress this	1	Not Started

Move from the PSN	Security and Compliance	When the remaining government departments make their services available via the internet the dedicated PSN data network and some service costs will be dropped.	Robin Barlow	21/22 dependent on external events	Dependant on the Government, little influence Stata can have at this stage	1	Not Started
Configure and enable DLP (Data loss prevention)	Security and Compliance	Filtering in place to detect larger transfers of personal data, where the data has a defined marker	Robin Barlow	Jun 2022 for the email filtering, Nov 2022 for Web filtering		1	Not Started
Cyber Business Continuity test	Security and Compliance	Using an agreed scenario the three councils and Strata undertake a table top exercise to identify improvements	Robin Barlow	Summer 2021. This was originally planned for after the three councils own BCP tests but can be stand-alone		1	Not Started
Cyber Essentials Plus	Security and Compliance	Gain certification for Strata	Robin Barlow	Complete September 2021		1	Not Started
Introduce process that makes procurement of new non-standard systems and services much clearer and smoother	IT Solutions Delivery	Gives the authorities more flexibility to buy non-standard solutions that Strata can then support	Supplier Manager	May-21	Procurement of nonstandard product process to be reviewed and updated.	2	Ongoing
Expand and consolidate the use of Firmstep	Business Systems	Implement the following: SSO Middleware My Account in EDDC and ECC Centralised Customer change of details Asset and event booking Single view of the customer Social media integration Smart speaker / chatbot integration	David Sercombe	Mar-22	We are currently working on my Firmstep solutions such as booking, Single view of customers, Middleware, etc.	2	Ongoing
Dash boarding	Business Systems	Agree Priorities with Authorities Discuss resource requirements to develop 'data bucket' to enable end user reporting. Support end users to write their own reports	David Sercombe	Mar-22	Working with the authorities on further scoping of needs and data strategy.	2	Ongoing
Power Platform - End User development of Tools	Business Systems	Explore the Microsoft Power Platform including Forms, Apps and Flow to enable end users to rapidly create their own solutions. Work with the authorities to ensure sufficient governance in place to mitigate the negative effects of Shadow IT	David Sercombe	Mar-23	Conversations underway with Hable	2	Ongoing
Transparency	Business Systems	Further improve Transparency of the BCR and Project process for end users. Implement a mechanism to show the expect order of BCR work	David Sercombe	Mar-22	Dashboards improved, workflow improved, scheduling still being reviewed. Projects and BCR's now discussed as part of the IRB process	2	Ongoing

CMDB	Business Systems	Implement the new Strata CMDB in the vfire system. Review and update the data in the existing CMDB and transfer to vFire. Implement relationships between configuration items. Identify business system owners within the three authorities.	David Sercombe	Mar-22	We have now engaged Alemba and working on the elements of the phase 2 projects	2	Ongoing
Development Standards	Business Systems	Ensure consistency in development practices by having comprehensive development standards documentation. Include in part of this specifics for end users if they are developing own apps.	Chris Frankum	Oct-21	Work has started on creating this standards document	2	Ongoing
EDMS	Business Systems	Work already underway. Camino Tech Refresh in EDDC and TDC. Implementation of iDox DMS in TDC Planning. Wider collaboration project to introduce Teams, SharePoint and Office 365.			This is part of the O365 project	2	Ongoing
Mobile Working App	Business Systems	Project already logged with Strata – will commence upon completion of Camino Tech Refresh in EDDC and TDC.		Q2 '21	Work has started	2	Ongoing
Delivery of Savings forecast	Core	A signed off set of accounts identifying achievement of the savings forecast.	Strata Board	Mar-22	Strata are constantly monitoring all spend and managing in line with savings estimates.	2	Ongoing
Review of Governance	Core	Paper and associated actions to clarify Strata Governance.	Strata Board	Apr-21	Being discussed by the board.	2	Ongoing
Undertaking an annual staff survey	Core	Set of metrics measuring Strata staff wellbeing and job satisfaction.	IT Director	Dec-21	Survey developed to be released to staff in July 2021.	2	Ongoing
Review Strata 'value for money'	Core	Document identifying areas where Strata is delivering 'value for money'.	IT Director	Jun-21	Initial paper delivered to the authorities in early 2021, however more work is underway.	2	Ongoing
Benchmark Strata against other UK Public Sector organisations	Core	Creation of a benchmarking analysis to compare the services and costs of Strata against other Public Sector IT organisations.	IT Director	Jun-21	We have commenced the engagement with SOCITM and currently planning for the completion of the cost, estate and performance modules.	2	Ongoing
Review of Health and Safety procedures and Policies	Core	Spreadsheet to show all H&S procedures and Policies.	Office Manager	Mar-22		2	Ongoing
Identify the grey lines between Strata and the three authorities	Core	Review areas of cross over between Strata and the three authorities – work to agree where the area of responsibility should reside whether within Strata or within the authority.	IT Director	Sep-21	Responsibilities matrix has been created in draft. This is using a RACI methodology.	2	Ongoing
Post 2021/2022 printing setup and requirements.	Document Centre	Tender specification ready for issue Q1 2022.	Martin Millmow	Mar-22	Currently negotiating with Ricoh a new contract under a direct award, need to agree start dates with the authorities.	2	Ongoing
Expand Synertec use across the three councils.	Document Centre	Increased volume of letter output going through Synertec leading to a decrease in outgoing post.	Martin Millmow/Business system	Mar-22	Discussions ongoing with all three authorities. Currently waiting for EDDC to get through a 'hump' of work.	2	Ongoing

Continue to develop the Digital Mailroom operation to provide increased support to officers in the agile/WFH working environment.	Document Centre	In excess of 90% of post being scanned on receipt. More functions added to the services offered.	Martin Millmow	Mar-22	Digital mailroom rolled out at EDDC and TDC, ECC showing a degree of interest in the offering.	2	Ongoing
Analysing where print is being generated and challenging use.	Document Centre	Reduced print volumes and out-going postage volumes	Martin Millmow	Dec-21	Strata have challenged large print jobs, resulting in a decrease in some printing volumes.	2	Ongoing
Reduced carbon footprint	Document Centre	Increased use of recyclable consumables and include energy use considerations in the Printer tender documentation	Martin Millmow/Clive Newton	Mar-22	See above for negotiation with Ricoh details. Looking to extend existing contract rather than MFD's going off to landfill / recycling at the end of the existing lease. We are using recycled 70gsm paper. Sourcing environmentally friendly consumables where possible	2	Ongoing
Increased data collection around key volume areas. Scanning, digital document handling and post.	Document Centre	An increase in the number of monthly reporting areas.	Martin Millmow	Aug-21	Now collecting data around TDC Digital mailroom. Providing details of which departments are using the service the most. Print and post data is now shared as part of the Strata monthly reporting process.	2	Ongoing
Long Term Datacentre, Server & Desktop Strategy	Infrastructure and Support	We have now completed the original 5 year Hardware and software strategy relating to the Datacentres and Desktops, Analysis now required to look at the potential options, costs and impacts of various options, including but not limited to Renewal, Replacement and migration.	Head of Infrastructure & Support	End of Dec 2021	Strata have presented the EUC2030 vision.	2	Ongoing
Cloud Adoption	Infrastructure and Support	Migration to the cloud is heavily pushed by Vendors and Manufacturers as being the most cost effective option in today's IT Environment, under previous analysis this was not the case however, we are now undertaking a further detailed review with Amazon Web Services (AWS) to again look at this model.	Infrastructure & Support	End of Dec 2021	Currently digesting and reviewing results of the AWS scoping / pricing work	2	Ongoing
MPLS Renewal or replacement	Infrastructure and Support	The current Strata Multiprotocol Label Switching (MPLS) network is due for renewal and or replacement	Infrastructure & Support	End of Feb 2022	Looking to go to tender at start of July 2021	2	Ongoing
SIP Renewal or Replacement	Infrastructure and Support	The current Strata Session Initiated Protocol (SIP) Trunk is due for renewal and or replacement	Infrastructure & Support	End of July 2021	Winner bidder (Gamma) selected. Now work is starting to migrate the service from VMB to Gamma	2	Ongoing
Strata Edge Network Resilience	Infrastructure and Support	As part of the continued commitment to make the network more resilient we will be looking at how we can achieve this, one key area already identified is to provide UPS backup to each network CAB to cover power surges, and small failures.	Infrastructure & Support	End of May 2021	Pretty much complete apart from TDC because of decarb project	2	Ongoing

Delivery of new Information Technology Service Management Tool	Infrastructure and Support	The new ITSM software Alemba vFire will need continued focus if we are to realise its full potential and value	Infrastructure & Support	End Dec 2021	Tool procured, further development planned	2	Ongoing
Review of Strata's current VMware License Model due for Renewal December 2020	Infrastructure and Support	The VMware Enterprise License agreement is renegotiated every year now, we will need to factor in any proposed changes to the business and infrastructure in this renewal	Infrastructure & Support	End of November 2021	Strata to work on the 12 month renewal.	2	Ongoing
Two Factor Authentication (2FA)	Infrastructure and Support	The three authorities now make significant use and investment in 2FA, the solution needs to be reviewed to make sure it is suitable for long term use.	Infrastructure & Support	End of March 2021	Have renewed for a further 12 months, to tie into O365 project	2	Ongoing
Hybrid Meetings	Infrastructure and Support	As part of the work Strata has been doing to support more agile council meetings, there may be a requirement to deploy a Hybrid infrastructure to allow members and officers to join meetings from home or large meetings rooms or any combination of the above	Infrastructure & Support	End of March 2021	Just BaU at the moment	2	Ongoing
Deploy Microsoft Teams	Infrastructure and Support	The deployment of Microsoft Teams will be a key part of the next 12 months, with all three authorities highlighting significant importance on its deployment, and its need to enable better collaborative working.	Infrastructure & Support	End of March 2022	This is now a project	2	Ongoing
Deploy o365 Applications	Infrastructure and Support	Following deployment of Teams we will look to leverage other SAAS based apps available to us as part of the new Microsoft agreement and Office 365 deployment.	Infrastructure & Support	End of March 2022	This is now a project	2	Ongoing
Review the use of Zoom	Infrastructure and Support	Following a deployment of Microsoft Teams a review will be undertaken as to whether there is a need to continue with the use of Zoom, currently Zoom cost the authorities £25000 per year.	Infrastructure & Support	End of May 2022	LWW meeting with Zoom Head of Public Sector in June 2021	2	Ongoing
SAN Replacement	Infrastructure and Support	The Current SAN is out of support and end of life in July 2022, this is a critical part of the infrastructure and its replacement will need to be scoped and procured well in advance to allow for migration.	Infrastructure & Support	End of Jul-22	Initial technology days with vendors have commenced	2	Ongoing
Setup a six monthly review of the IT Project Framework	IT Solutions Delivery	Six monthly reviews taking place in order to find continual improvements in our Project Management Framework, including lessons learned from closed projects	Head of IT Solutions Delivery	Initial review by end 2020	PJ is reviewing and streamlining the project framework process. PJ is working with TDC Programme Manager as art of this review.	2	Ongoing

Develop and maintain a comprehensive supplier and contract database	IT Solutions Delivery	A central database, preferably within Strata's vFire Platform, which staff can use to lookup supplier and contract information. For contract management we need alerts for when renewals are due, and also copies of the contracts themselves	Supplier Manager	Mar-21	Strata have developed a contract repository and this will be further enhanced as part of the vFire improvement programme	2	Ongoing
Produce a climate change report for Strata	IT Solutions Delivery	Work with Exeter University in producing report for Strata as a benchmark, along with recommendations on moving forwards	IT Trainer	Jan-21	Report produced and to be presented to the JSC / JEC during 2021	2	Ongoing
Increase visibility of all IT Projects	IT Solutions Delivery	Creation of a PowerBI Dashboard, accessible by key stakeholders, so they are able to review project progress at any time.	Head of IT Solutions Delivery	Mar-22	New project hub site completed. Dashboard being overlaid onto Project Hub for client use. IRB's are now presented too on a monthly basis and projects discussed. Project section now showing project stages presented in the monthly report	2	Ongoing
Work with each authority to produce an IT Training plan	IT Solutions Delivery	Ensures our training delivery is in line with the corporate objectives of our clients	IT Trainer	Apr-21	Strata have reached out to the councils, but as yet no training plan has been created.	2	Ongoing
Continue to develop training material that can be accessed by staff, including documentation, videos and wiki articles	IT Solutions Delivery	Ensure that training material is accessible via a number of mediums, including expanding current documentation, and exploring videos, wiki articles and webinars	IT Trainer	Dec-21	Quite a lot of training materials are now available, inc. videos and guides. Wiki's will be produced and made available later in the financial year	2	Ongoing
Setup workshops for demonstrating new technologies or product roadmaps from existing suppliers	IT Solutions Delivery	Gain greater clarity on what is possible with existing suppliers and services, allowing us to keep products for longer. Keep an eye on opportunities that may come from new concepts or technologies	Head of IT Solutions Delivery	Starting May 2021	No customer based ones yet, but we have done some O365 workshops.	2	Ongoing
Replace Clearswift Web filtering gateway	Security and Compliance	Formally procured Web filtering system that can support modern web sites / cloud systems	Robin Barlow	July 2021 for completion Sep 2021	Currently reviewing filtering systems prior to shortlisting of potential suppliers and to tune requirements.	2	Ongoing
Renewal of SIEM support	Security and Compliance	Continued use of the Logpoint SIEM after satisfactory contract renewal	Robin Barlow	Jan-22	Currently working with Logpoint on the commercials for a renewal	2	Ongoing
2021 PSN CoCo	Security and Compliance	Renewal of Council CoCo certificates before expiry of previous certificates	Robin Barlow	Dec-21	We are in the final stages of achieving PSN accreditation, one server remaining to be migrated.	2	Ongoing
Relocation of the Oakwood Datacentre	Infrastructure and Support	Initial suggestions looking to build a new fit for purpose facility in Teignbridge, leveraging the latest technology, this will support the councils agendas to minimise the carbon footprint and make it as green as is feasibly possible supporting the climate change emergency.	Infrastructure & Support	End of Dec 2021	Awaiting further information on the future of the Exeter Oakwood site. This ties to the Cloud adoption work.	3	On Hold
Wifi Delivery Model Review	Infrastructure and Support	With an increasing demand and need for more agile working there is a need to review the current Wifi delivery model, to factor in resilience, capacity and performance and to future proof it for the years to come.	Infrastructure & Support	End of March 2021	On hold due to resource constraints	3	On Hold

Review the current delivery model for SQL Server	Infrastructure and Support	There is a requirement to review how we deliver, manage and support the need for SQL In Strata.	Infrastructure & Support	End of May 2021	On hold due to resource constraints	3	On Hold
Complete a review of Agile Working, Contracted Hours and Day for the I&S team	Infrastructure and Support	There is a requirement to carry out a review to look at how the team best meets the needs of the authorities and how we align ourselves to do this.	Infrastructure & Support	End of May 2021		3	On Hold
Skype for Business - Disaster Recovery Resilience	Infrastructure and Support	It has been identified that the current DR for this solution is not optimal so a project to improve this has been identified.	Infrastructure & Support	End of May 2021		3	On Hold
PSTN removal	Infrastructure and Support	The Legacy copper Openreach telephony network is being removed and replaced, this is due to be complete by 2025 however Exeter is scheduled early currently 2023 – Strata will need to have removed or migrated any legacy lines by this point	Infrastructure & Support	End of 2025	On hold due to resource constraints	3	On Hold
Skype Phase 2	Infrastructure and Support	In line with the above the next phases of the Skype project are to migrate Satellite sites to the Skype platform, this is to remove PSTN lines and save cost and also to bring these sites in line with main sites	Infrastructure & Support	End of 2021	On hold due to resource constraints	3	On Hold
Server 2012 removal	Infrastructure and Support	Currently Strata Has over 180 2012 Servers these will go out of support by the end of October 2023, we need to be replacing these at a rate of 1.2 per week to meet this crucial security deadline.	Infrastructure & Support	End of Oct-23	On hold due to resource constraints	3	On Hold
Payment Systems	Business Systems	Several BCRs already in place to handle these requirements such as contactless payments for donations – expected Q2/2 2021 Wider Financial Management project will review and introduce new online e-Commerce systems for selling items		Q2/3 2021	Solution implemented	4	Completed
Monthly Financial Analysis report	Core	Delivery of a detailed monthly financial analysis report on costs across all Strata service lines	IT Director	Monthly	A monthly spend analysis report is produced for the Strata managers and the Strata Board.	4	Completed
Six month Review of Mandatory training	Core	Spreadsheet to show all Strata staff and progress on completing all mandatory training	Office Manager	Sep-21	Mandatory training course completion is monitored and reviewed on a rolling six month basis	4	Completed
Review of Covid 19 measures	Core	Spreadsheet to show all Covid 19 related risks and mitigations	Office Manager	Apr-21	This is an ongoing exercise, but we constantly review Strata's Covid 19 measures	4	Completed

Consolidation of high volume operations into a single facility.	Document Centre	Single contact point for internal printing which is understood and accessible by all Officers. Use existing working practices such as the Strata portal to support access to services.	Martin Millmow	Jul-21	A restructure of the document centre has been completed and print is now centralised at EDDC and ECC with an aim to reduce to a single centre during the latter part of 2021 and into 2022.	4	Completed
Windows 10 Migration	Infrastructure and Support	All Desktops, Laptops and the Global desktop operating systems need to be migrated to a Windows 10 environment.	Infrastructure & Support	End of May 2021	The windows10 project is now complete and we have commenced optimisation of the Windows 10 estate to improve Zoom and MS team user experience	4	Completed
MIA Renewal or Replacement	Infrastructure and Support	The current Strata Managed Internet Access (MIA) network is due for renewal and or replacement	Infrastructure & Support	End of July 2023	New three year VMB contract agreed	4	Completed
Review of Strata's current Microsoft License Model due for Renewal May 2021	Infrastructure and Support	The Microsoft Enterprise License agreement is renegotiated every three years, we will need to factor in any proposed changes to the business and infrastructure in this renewal	Infrastructure & Support	End of March 2021	New three year contract entered into with Microsoft	4	Completed
Review the Strata Apprentice programme to see if it still fit for purpose	Infrastructure and Support	The apprentice program has been a great success, however increased completion for staff has led to a significant increase in costs to deliver the program, a review is required to see if this is still feasible and of value to deliver.	Infrastructure & Support	End of August 2021	Will review in Sept 2022	4	Completed
Review the current Backup solution Infrastructure	Infrastructure and Support	There is an ever increasing demand on the backup infrastructure and requirement to make it remains fit for purpose for the foreseeable future. There is a funded capital project already agreed for this work.	Infrastructure & Support	End of May 2021		4	Completed
Review the Exchange delivery model.	Infrastructure and Support	Currently Microsoft Exchange is one of the largest consumers of resources. A review is required to look at how best to deliver this and futureproof for the years ahead. Careful consideration needs to be given to integration and it is a key system for main other applications.	Infrastructure & Support	End of Dec 2021	Review completed, this will now be an ongoing migration to O365 and picked up as part of that project	4	Completed
Disaster Recovery VDI Capacity Improvement	Infrastructure and Support	Capital has already been agreed by all three authorities to increase capacity for VDI in a disaster recovery scenario. This will be increased to minimum of 600 users	Infrastructure & Support	End of March 2021	We now have circa 600 VDI desktops available in a BC scenario	4	Completed

Introduce virtual classroom technology to allow training of small groups	IT Solutions Delivery	Give better virtual training by being able to see all of the screens of delegates at the same time. This opens up the possibility of training more people at once, and providing more complicated training courses.	IT Trainer	Mar-21	We have explored this, but as yet no clear technology to deliver what is needed. We have been delivering virtual training to users in small groups.	4	Completed
Renew Veeam Backup solution	Security and Compliance	Procure renewal and consider optional elements including Veeam One and Veeam Recovery manager (SRM alternative)	Robin Barlow	Mar-21		4	Completed
Cyber awareness	Security and Compliance	Review Dojo against alternative Cyber awareness solutions and procure/ deploy	Robin Barlow	Jun-21	Renewed with Matobo	4	Completed
Identify and implement backup solution for Cloud systems	Security and Compliance	Backup solution to meet data recovery and business continuity for both on premises and cloud solutions	Robin Barlow	Dependent on when key unbacked up data is present on	Veeam selected as the chosen platform	4	Completed
Risk and issue management approach	Security and Compliance	A recording and management system that allows smaller risks and issues to be managed on an operational basis	Robin Barlow	Feb-21	Any threats are no raised in the incident log and managed on a weekly basis	4	Completed